



Amelia's Safaris

DEVELOPMENT PROSPECTUS

FOR THE RIGHT TO BUILD AND OPERATE

**A PERMANENT TENTED CAMP
AT CASTLE ROCK (NYAMAKIFU) SITE
RUAHA NATIONAL PARK**

OCTOBER 2019

SUBMITTED BY:

AMELIA'S SAFARIS LIMITED

Mawalla Road, Mawalla Heritage Park, Mawalla Law Offices
Plot No 175/20, P.O. Box 6101, Arusha, Tanzania

CONSULTANTS:

**MAWALLA ADVOCATES
LLOYD JONES LIMITED**

*Amelia's Safaris Limited, Mawalla Road, Mawalla Heritage Park,
Mawalla Law Offices, Plot No 175/20, P.O. Box 6101, Arusha, Tanzania*

TIN: 134534567 Company Reg No: 137235



info@ameliasafaris.com

+255 754 282 038

1. Executive Summary

The proposal is for developing a permanent high-end tented camp and geographically wide-ranging exploratory operation. The intention is to use the permanent tented camp as the main base for the activities whilst offering numerous options such as expeditions, fly camping, educational opportunities, guide training etc. The initial permanent camp and all permanent structures will be situated at the Castle Rock Site with the expedition operations covering many of the more remote areas of the park such as Mpululu, Magangwe, Usangu, etc. A further permanent site would then be sought for development elsewhere within Ruaha.

We feel passionately that Ruaha National Park is unique in not only Tanzania but also East Africa for the many reasons. Currently it remains relatively untouched with enormous untapped potential and scope for further sympathetic development and expansion. Sympathetic development will help ensure the preservation of the natural resources whilst simultaneously increasing the tourism and revenue generated not only for our business but also for TANAPA and the local economy.

Our overriding initial aim is to greatly extend our capacity beyond the number of permanent bed nights by providing numerous opportunities within the park thus extending the average client length of stay within our operation. This aim brings mutual benefits to all concerned by not only maximising our own revenue to finance further expansion but also those of all other parties involved including TANAPA and the local community.

We believe our business would stand out as unique for many reasons some of which include utilization of currently untouched areas of the park; the operation of an educational facility open not only to tourists but also the local student community so they may better understand the long term benefits that preserving and serving Ruaha will bring them.

Our plans focus not only on tourism but also the genuine partnership with the local community outside the park with sustainable and much needed coordinated projects such as vegetable farming to supply the lodges within the park, bee keeping projects to assist the fight against honey poachers, planting of sustainable charcoaling forests and fish farming etc.

We would also like very much to work closely in conjunction with both the guides and the park to establish a guiding standard within the park to assist Ruaha guides to set the benchmark as leaders within Tanzanian guiding to further enhance the international reputation of the park.

A dualistic design approach of “careful to impact on nature with a visually powerful intervention”, has been decided upon for the tented camp. The proposed campsite is intended to minimally

impact the environment while helping to develop conservation-oriented values in the guest. The proposed designs will respect the local ways of life. The designs will be indigenous and materials integrated with the most modern amenities and complemented by exceptional service.

Guests will be accommodated in luxury tents. Wooden and stone walkways will connect the various cottages to the main service area.

To blend the manmade structures into the environment, natural materials will be used where possible. An image of “sophisticated wilderness” will be created within which an environment of opulent luxury awaits the guest. All structures will blend into the surrounding environment/habitat and suitably located among flora and rock outcrops.

Timber poles and planking for decks and walkways, reeds or twigs on poles structures for shading, palm thatch (makuti) and khaki-coloured canvas for roofing and walling (roll-up or pull-sideways) will be utilised.

The project will be broken up into two phases. A 9-month project development period is envisaged for phase 1 of the project commencing operations in June 2021. It is anticipated that Castle Rock Camp may ultimately comprise 36 luxury beds and 12 beds for Retreat and team building facility; with a phased development made up of initial construction in Phase 1 comprising 6 tents (12 beds), a private house with 8 beds, one star room with 2 beds commencing in April 2020 to open in June 2021; Phase 2 comprising 3 tents (6 beds), 2 retreat and team building facility (12 beds), and 2 private cottages (8 beds) to open in June 2023.

Project finance will be provided and/or secured by Ms. Elizabeth Grainger; Total project investment is estimated at US\$1,665,685.00. Phase 1 is estimated to cost \$1,029,685, phase 2 will cost US\$636,000.00.

2. Table of Contents

Executive Summary	2
Proposal Section	6
Construction Phase	17
Economic Feasibility of the Proposal	20
Proposal Plan Graphics and Architectural Drawings	40
List of Preparers and Consultants	57
Bibliography	57

3. The Proposal Section

3.1. Introduction

The project is proposed on approximately 2 km radial area centred on coordinates 7°30'04.17" S 35°01'20.82" E, elevation 948m, hereafter referred to as Castle Rock (Nyamakifu) site.

3.2. Proposal Description

3.2.1. Type of Development, Activity, Program, or Action

Our initial objectives are to concurrently develop a permanent high-end tented camp and a far more geographically wide-ranging exploratory operation. The intention is to use the Castle Rock Camp as the main base for the activities whilst offering numerous options such as expeditions, fly camping, educational opportunities, guide training etc. The Retreat and Team Building facility will serve national and international guests alike. The initial permanent camp and all permanent structures will be situated at the Castle Rock Site with the expedition operations covering many of the more remote areas of the park such as Mpululu, Magangwe, Usangu, etc. A further permanent site would then be sought for development elsewhere within Ruaha.

Our overriding initial aim is to greatly extend our capacity beyond the number of permanent bed nights by providing numerous opportunities within the park thus extending the average client length of stay within our operation. This aim brings mutual benefits to all concerned by not only maximising our own revenue to finance further expansion but also those of all other parties involved including TANAPA and the local community.

Communities adjacent to the park will benefit directly and indirectly in the following areas during construction and operational phases of the facility:

- 1) As far as possible all construction materials will be purchased locally.
- 2) As far as possible all trucks to transport goods will be hired locally.
- 3) We will improve the medical facility at Msembe which will also be used by our staff and communities adjacent to the park.
- 4) The partnership with the local community outside the park through economically viable business practices and partnership.

- 5) We will encourage conservation of the local cultural heritage of adjacent areas and encourage promotion of its crafts, architectural traditions and ancestral heritage; Urban areas which may be in decline can be revived and the movement of people from rural areas to urban areas for employment may be reversed as jobs will be available in the tourism industry; Increase in youth exchange programmes, village tourism, home swap programmes and voluntary work overseas.
- 6) The company will provide sustainable employment opportunities to communities living adjacent the national park by employing whenever possible staff from the community who will then be able to support and educate their families for future advancement.
- 7) The company will actively facilitate the empowerment and development of its neighbouring rural populations by partnering with them on specific initiatives which is an important, integral aspect of its business and conservation ethos. The company's partnership programmes will include development and support of small local businesses, the building of and the development of local schools, support for local clinics, school training, microfinance, agricultural projects, access to potable water and environmental education for children.
- 8) The development of a high-end facility in the park will have an effect of boosting of the tourism and hospitality industry in the national park and attraction of future investment as a result of the positive impact on dignitaries visiting the camp,

3.2.2. Architectural Character

Taking into account the characteristics of the site and its environs, a dualistic design approach of "careful to impact on nature with a visually powerful intervention", has been decided upon. Guests want to experience Africa and its wilderness from close up but want to retire in ultimate luxury. The structures of the tented camp site have therefore been selected to create such an environment.

The proposed campsite is intended to minimally impact the environment while helping to develop conservation-oriented values in the guest. The proposed designs will respect the local ways of life. The designs will be indigenous and materials integrated with the most modern amenities and complemented by exceptional service.

Placing the tented camp inside the thicket creates an awareness of the landscape. Entering a narrow gate from the north dramatizes the arrival into the reception area commanding an inspirational view towards the west and south as one enters.

Guest accommodation will be placed fronting the animal routes. Staff accommodation, workshops and auxiliary structures will be located away from the direct environs of the campground facilities.

Staff quarters and workshops etc. are planned to be in containerized systems as per the attached drawings and photos. They will be painted green to blend into the bush and have Makuti roofs over them to help them not only blend in but to keep them cooler inside. The units are completely mobile and are placed on four concrete pads so have a minimal impact on the environment.

Accommodation Requirements

1. Central Facility

1.1. Forecourt

1.2. Reception area with foyer

1.2.1. Reception desk, sales point for postcards, stationery, etc.

1.3. Public toilets

1.4. Lounge

1.4.1. Incorporating reading area/library

1.4.2. Intimate conversation areas

1.4.3. Viewing areas (over deck railings)

1.5. Dining

1.5.1. Incorporating serving area with heating and roasting facilities

1.6. Viewing decks

1.7. Walkways to guest accommodation

1.8. Kitchen and stores

1.8.1. To incorporate preparation, cooking and serving areas, stores, cold room, waste room.

1.8.2. Management of waste from food preparation is very important to control scavenging animals and insects. All waste to remain in waste room until collected for disposal elsewhere. No waste shall be disposed of in the close vicinity of the camp. A waste disposal unit (liquefier) will be installed to minimize waste.

2. Guest Accommodation

2.1. Guests will be accommodated in luxury tents. Wooden walkways will connect the various cottages to the main service area.

2.2. In an area of approximately 90m² the following will be provided:

2.2.1. Sleeping area

2.2.2. Seating area – 1 couch and 2 comfortable chairs

2.2.3. Bath/shower, basin and toilet facilities

2.2.4. Viewing veranda

Wide curving steps lead the visitor around the reception counter to the lounge area which screens the lounge on the right from the dining area on the left.

Materials

To blend the manmade structures into the environment, natural materials will be used where possible. An image of “sophisticated wilderness” will be created within which an environment of opulent luxury awaits the guest. All structures will blend into the surrounding environment/habitat and suitably located among flora and rock outcrops.

Timber poles and planking for decks and walkways, reeds or twigs on poles structures for shading, palm thatch (makuti) and khaki-coloured canvas for roofing and walling (roll-up, or pull-sideways).

Deeply polished hardwoods, hand-printed fabrics and brass for furniture, traditional inspired objects'-de-art, flowing muslin drapes to soften spaces, loose rugs, carpets and local Tanzanian fabrics to inspire polished wooden floors and add splashes of dramatic colour to the natural hues of the structure.

Soft light from oil lamps flickering in the breeze will complete a sensual environment in the harsh bush. Guests visiting the Castle Rock Camp will experience the unforgettable magic of Africa, the vastness of the landscape and the endlessness of space, with a million stars blazing at night and wild animals marauding the Ruaha National Park.

Structure

Main Building & Guest Accommodations: The main structures will be of timber poles construction with palm thatch (makuti) and khaki-coloured canvas for roofing. All efforts will be made to ensure that the development harmonises with the environment.

Walkways; will lead to viewing guest accommodation rooms. The units will be connected by wood and natural stones walkways to minimize site disturbance. The walkways will allow easy access to difficult terrain at the campground. The walkways will be built first so that workmen and building materials can traverse the walks during construction. Electrical wiring and water pipes will be fastened to the underside of the decking.

Roofing: Combining 'makuti' palm leaf roofing over a timber pole structure with canvas will result in attaining the 'to be expected bush look' (from an international guest's viewpoint) and a surprising lightness and sophistication.

Construction: The site is to be left as undisturbed as possible. Prefabrication will take preference to site building. Heavy construction equipment will be avoided.

Orientation: Units will be built on sloping terrain to provide room under the platform for the composting toilet and cistern. elevated to accommodate space for a toilet and cistern underneath the platform. On flat land the platform will be elevated to a height over the compost bin. Consideration will also be given to wind directions and sun angles: Units will support passive solar heating/cooling and energy production. Composting toilets will be located down wind.

3.2.3. Type of Service

- 1) Tented accommodation
- 2) Tented bar, restaurant and lounge area
- 3) Swimming pool in main area
- 4) Main area toilet facilities
- 5) Laundry
- 6) Walking guides

- 7) Safari guides
- 8) Safari vehicles
- 9) Fly camping
- 10) Exploration safari
- 11) WiFi internet

An estimated 28 staff and 4 guides in Phase 1 will work permanently in the camp, where needed casuals can be brought in from Tungamalenga to help with short-term projects. This number would never exceed 12 people.

3.2.4. Utility and Support Facilities

Maintenance/Workshop/Storage Facilities

Staff quarters, workshops etc. will be in containerized systems as per the attached drawings and photos. They will be painted green to blend into the bush and have “makuti” roofs over them to help them not only blend in but to keep them cooler inside. The units are completely mobile and are placed on four concrete pads so have a minimal impact on the environment.

Water Systems

Availability of fresh water to the site is of paramount importance. A borehole will be sunk in the vicinity of the proposed campsite to supply camp and staff needs. A second borehole will be sunk approximately 2km from camp to pump water for wildlife. Due to the changes in the Ruaha River the park has identified the necessity to supply water away from the main river system thereby helping to alleviate pressure on the river eco system. Both boreholes will be run by solar.

Water to be pumped to a storage tank holding at least 120 hours supply. Gravity feeding to usage points. Tank and stand to be ‘camouflaged’. Water supply piping will be attached to decks and walkways to prevent underground routing as far as possible.

Sewage Disposal/Treatment

Septic tanks to be placed underneath guest rooms. Human waste will be treated with a composting toilet and will be of the type used by the marine industry on boats, yachts etc. the beauty of these systems is they are a compact design and self-contained. The water released back to the soak away has already been through a bacterial and aerated cycle and is approved by wildlife and fisheries in the USA. We have attached the relevant information from the supplier.

The system is designed around 4 people usage on a daily basis and is premanufactured and is installed below the decks.

Waste Water: Grey water (showers, sinks, etc.) will be separated from black water (toilet waste). Grey water will be filtered through a one-foot-wide stone trough filled with soil and then used for drip irrigation. Grey water will be used to support vegetative growth and rejuvenate indigenous plant in the.

Solid Waste Disposal/Treatment

Food and other wastes: Waste disposal units at the food preparation areas will liquefy food waste to prevent attracting vermin. Control over all remaining food waste will be extremely strict. A waste storage facility will be provided in the cold rooms.

We are planning on installing an incinerator in Tungamalenga and trucking all waste out of the park to be disposed of appropriately and to international standards. We feel that the current system of trucking waste to Iringa is merely transferring the problem and not solving it. By installing the incinerator in Tungamalenga and not the camp we will be generating an industry for the local community. We will agree a figure per KG of waste burned and pay this directly to the community, hopefully the other lodges and camps in the park will be encouraged to use the facility as well there by not only helping with the waste issues but also generating meaningful income to the local community.

Power Supply

Power generated will be by solar with a generator back up in case of emergencies or excessively cloudy days. Each room will have an independent system with batteries kept in reserve so generator time should be kept to an absolute minimum.

The units will be energy self-sufficient using renewable electric power and maximizing passive solar design. The facility will use photovoltaic, wind, and diesel generator for electric power. An underground chamber will be constructed to house the generator and prevent unwanted noise. Lighting will be all down or up facing lights designed to have a minimum impact on the area and to create minimal light pollution.

- i. Each unit will have a 1000 watt inverted solar system capable of running 12 x 5-watt LED lights, 2 x 60-watt ceiling fans, 2 x phone chargers and 2 x computer chargers.

- ii. The main area will have a 1500 watt inverted solar system capable of running 24 x 5-watt LED lights, 3 x ceiling fans and 1 x bottle cooler in the bar.
- iii. The staff area will have a 2500 watt inverted solar system capable of running 24 x 5-watt LED lights, 24 x phone chargers and 1 x television. There will also be a 160-liter solar fridge run on a separate independent system that comes with the fridge and is to spec.
- iv. Due to heavy usage of machinery the workshop will have an independent 8kva diesel generator that will be started when needed to run welding machines, grinders etc.
- v. 2 x boreholes will be run by direct solar drives placed at each borehole mitigating the need for underground cabling.

Fuel storage will be in a 5000-liter bowser with a flow meter. The bowser will be placed above ground on a concrete plinth and surrounded by a secure fence with a lockable gate.

LPG gas will be used for cooking in the lodge and the staff camp. The gas bottles will be stored in a metal caged store constructed with expanded metal sheets and a corrugated iron roof. The floor will be a 200mm concrete slab.

3.2.5. Roads and Access System

- 1) We will be utilizing existing park roads to access the site. Any future roads will be discussed with the park authorities and their engineers.
- 2) An estimated 4 x game drive vehicles will use the roads on average. The camp will be closed in the peak rains.
- 3) Once the camp is open and operational 1 x supply truck per week would suffice.
- 4) There would be 1 main parking area located at the workshops and 1 drop off and pickup point at the main area. Cars would be parked in the workshop area when not in use.

3.2.6. Landscaping

The site is located within a natural rocky outcrop and no landscaping will be required. We aim to give our clients a true bush experience therefore there will be no need to bring in any plants, flowers etc. that do not already occur on site.

We shall utilize a wide range of environmentally sensitive landscaping techniques that add beauty and character while conserving natural resources. Ground moisture monitors and drip irrigation systems reduce evaporation and prevent over watering. We will use environmentally sensitive chemicals and electronic control systems in pools.

Fertilizers will be used sparingly. Our wildlife managers will provide guidance to ensure properties integrate with the surrounding environments.

We shall designate an individual to be responsible for pollution issues (i.e., compliance with local emissions and effluent limits) and health and safety matters. These responsibilities will be expanded to include all of the issues covered in the company's ESMS.

3.2.7. Accessibility for the Physically Handicapped

One of the client rooms and the private house will be wheelchair friendly. This would include wheelchair access via ramps. Large shower and toilet area to allow wheelchair access. Guide rails for support would be placed along the pathways.

Ruaha National Park is mainly accessed by small aircraft which have no wheelchair access therefore the numbers are expected to be low.

3.2.8. Community Benefits

Amelia's Safaris is committed to an escalating eco-policy that embraces sensitivity to the interests of the local population in relation to such matters as: cultural preservation, sustainable habitat and community development. The company abides by a code of responsible practice in relation to: energy conservation, waste recycling, sewage disposal, air emissions, pesticides, noise reduction and visual pollution. Finally, the property will be built to harmonise with the local landscape and to utilise eco-friendly materials, local handicrafts and products. Wherever possible we also aim to enhance the environment via landscaping and indigenous plant material reinforcement.

Experience has shown that committed sustainable conservational policies work best when linked to committed community support and to this end Amelia's Safaris will work closely with the local community, contributing to a broad range of community benefits. The Campsite will also buy most of its fresh produce locally and features carvings, baskets and clothing made by local artisans in both its interior décor and its African gift shop.

Employment priority will be given to the local residents if they have the required skills. Cultural performances for tourists will be encouraged and sponsored by the campsite.

We shall evaluate other community needs in which we shall fully participate including education, health, and infrastructure development.

We shall encourage eco-tourism and shall advise the locals to establish cultural buildings. These buildings will be set up to provide a place where the locals could educate visitors about their lifestyle, culture, and land use practices; as places where tourists could arrange walking safaris with local guides; and as a means of generating income for the locals.

We shall advise the government and participate in establishing a separate non-profit Funding Organisation for the locals. The goals of this Fund will be to promote sustainable natural resource management, to support indigenous cultures, and to protect wilderness. Amelia's Safaris and the government will be the main contributors to the fund. The money will be used to provide leadership education for children and adults, to support community building and political empowerment, and to promote resource protection and community-based natural resource management. This will be one example of the growing "traveller's philanthropy" movement.

There must be culturally appropriate opportunities for local residents to engage in ecotourism-related activities. Otherwise, local residents may not have the skills, flexibility, or desire to participate, which will limit the benefits they receive. If they do choose to participate in tourism in the absence of culturally compatible opportunities, local people may have to dramatically alter their way of life to do so, undermining rather than supporting local socio-cultural systems (which is counter to the goals of ecotourism).

We shall support the local economy and the environment by featuring locally and organically grown foods.

We will also promote HIV/AIDS awareness programs among employees, guests and the general public.

We will provide a role model for wildlife management outside core areas by local communities themselves in partnership with the private sector.

All operations of the Tented Camp will be in accordance Ruaha National Park Authority objectives.

3.2.9. Energy and Water Conservation Techniques

1. To reduce energy consumption, we shall use high-efficiency lighting and control systems that provide quality illumination and ambiance. In public restrooms, water will be conserved with faucet aerators and automatic flushing, water-conserving toilets.
2. In guestrooms, we shall use compact fluorescent lamps to provide exceptional and efficient illumination; Low-flow showerheads and faucet aerators will provide outstanding flow while consuming less water.
3. Standby generators and all fuel storage tanks will be housed in secondary containment structures, so that fuel will be contained in the event of a spill or leak, and equipped with noise abatement features, if necessary.
4. The camp will have a wastewater pre-treatment plan to ensure that water discharged meets local Tanzanian standards for relevant parameters (pH, BOD, COD and total suspended solids).
5. The tented camp is expected to generate large volumes of wastepaper, plastic containers and packaging materials. As part of its ESMS, we will institute a recycling/reuse system where feasible. Where possible, we will institute organic waste segregation and/or composting programs. Solid wastes that cannot be recycled will be disposed in a managed landfill.
6. We will never equip the tented camp with equipment utilizing PCBs. The camp will utilize only equipment containing refrigerants permitted under national laws and the provisions of the Montreal Protocol.
7. All structures will blend into the surrounding environment/habitat and suitably located among flora and rock outcrops.
8. Storm water/surface run-off will be directed to settling basins before discharging into receiving waters.
9. There will be no discharge of liquid waste disposal from the campground or other ancillary facilities to the sensitive habitat.
10. Soakaways and/or septic tanks will be located a minimum of 100 meters from any borehole.
11. Fire safety mitigation measures will include the following equipment/actions/installations:

- i. Installation of fire extinguishers in all structures/areas (to include, but not be limited to, the following: guest rooms, kitchen, dining room, reception, staff quarters, staff kitchen, staff dining area, generator room and fuel storage area, stores, and workshop);
- ii. Establishment of a fixed hydrant hose reel system throughout the entire complex, covering all areas listed above. This hydrant system will be connected to a dedicated water storage tank;
- iii. Installation of fire safety blankets in the hoods of the staff and guest kitchen cooking areas;
- iv. Natural gas storage tanks for cooking will be located outside the kitchens (staff and guest) at a minimum of 20 meters distance. Kitchens will be equipped with easily accessible emergency cut off valves (painted in red). Storage tanks will be fenced off/placed in secure housing;
- v. All footpaths in the lodge complex will be lit so as to ensure safe evacuation in the event of night time emergencies;
- vi. An outdoor assembly point will be identified and guests and staff made aware of the location;
- vii. We will provide fire safety training to all staff.

3.2.10 Permanent Surface Disturbance

1. All construction staff and the contractor(s) will be compelled to limit earth movement and soil exposure to the dry season/times of low rainfall.
2. Exposed surfaces will be re-vegetated as soon as possible with indigenous plant species.
3. Water receiving surfaces will be lined with stones or concrete and where necessary vulnerable surfaces will be protected with mulch/other appropriate groundcover.
4. During construction and operation human movement and activities will be controlled and restricted to designated areas and/or footpaths.

5. Cleared vegetation and remains of construction materials will be incinerated or buried at site.
6. We shall use environmentally sensitive cleaning products. Electronic chemical controls ensure efficient use of detergents. Programmable laundry equipment optimises operating times to reduce energy consumption and damage to linens and towels. Once out of circulation, old towels and linens will be reused as cleaning rags.
7. We shall limit the use of paper products in favour of reusable linens, flatware and china.
8. We shall utilize a wide range of environmentally sensitive landscaping techniques that add beauty and character while conserving natural resources. Ground moisture monitors and drip irrigation systems reduce evaporation and prevent over watering. We will use environmentally sensitive chemicals and electronic control systems in pools.
9. Fertilizers will be used sparingly. Our wildlife managers will provide guidance to ensure properties integrate with the surrounding environments.
10. There will be no tree felling in the campground area and/or the Ruaha National Park.
11. Vegetable matter will be collected and composted; cans and bottles will be disposed of.

3.3. Construction Phase Description

The estimated construction time is estimated to be 9 months from start of construction. This will depend on the rains, material availability and transportation issues.

i. Mobilization

- a) 8 staff consisting of 4 builders and 4 casuals will be sent in to set up concrete pads to hold the staff house that will be containerized as per the attached drawings.
- b) Transportation of 8 x containers from Dar Es Salaam to commence once the pads have cured, roughly 7 days from finishing. 6 x containers will be staff quarters for the initial construction phase and then for the camp staff thereafter. 1 x container will be a self-contained shower and toilet block. The eighth container will be a store.

All containerized accommodation, ablutions and stores will be placed on their permanent staff quarters site thereby minimizing the impact to the area and cutting down on build time and materials needed.

ii. Foundations footings and slabs

- a) Digging of foundation pads will commence as soon as the staff quarters are in place. An estimated 30 construction staff will be required consisting of 12 artisans and 18 casuals.
- b) Once the first pads have cured the steel fixers will start erecting and welding the uprights to hold the wooden decks and walkways in place. This will overlap with the foundation pad work.
- c) To excavate and throw all the room and main area pads will take approximately 18 days from commencement. The first pads will be cured within the first seven days so steelworks can commence.

iii. Decking and walkways

- a) Steelworks will take approximately 7 days per room after which the decking can be fitted. Decking should take approximately 10 days per room after which the tents can be erected.
- b) Due to the nature of the site the wooden walkways will take time to construct and fit into the landscape, it's estimated that this will require between 7 to 8 weeks.
- c) The main area consists of two main structures, a dining area and a lounge/bar area. Each area will require approximately 5 weeks to erect and deck before tents can be erected.

iv. Septic systems

- a) The septic systems are pre-manufactured and installed under each deck, it would take approximately 2 days to install each system
- b) The pipes for the wastewater would then need to be laid to the soak away that would be situated between each room, 2 rooms share 1 soak away. Connection, fitting and backfilling should take around 1 day per room.

v. Tent erection

- a) Room tents will take a day each to erect
- b) Main area will take 2 days to erect

vi. Electrical system

- a) Fitting lights, plug sockets, fans and USB charging points should take about 2 days per room.
- b) Each room is fitted with a 1000-watt inverter, 4 x 100 watt deep cycle solar batteries and 4 x 100 watt solar panels that are connected to the room through a distribution board. Each room will take about 2 days to install each system.
- c) The main area is fitted with a 1500-watt inverter, 6 x 100 watt deep cycle solar batteries and 6 x 100 watt solar panels that are connected to the main area through a distribution board. It will take about 2 days to install the system.
- d) Staff camp system will be installed as soon as the mobilization phase is completed and will remain, as it will be the system for the staff quarters.

vii. Plumbing

- a) Each room will have 1 x toilet, 1 x shower, 2 x sinks and 1 x gas water heater.
- b) The main water line will run under the walkways and be fixed to the Joistings. The waterline will be installed with the walkway and both projects will run concurrently.
- c) An image of the gas water heaters has been attached. The reason we have gone with gas heating over solar is that the system can be placed under the deck out of site and delivers instant hot water day or night regardless of the weather. Solar water heaters rely on sunshine and also have a big visual impact that we are trying to avoid. We should be able to install 2 x systems per day.
- d) The sink units will come with the sinks installed and will only need to be plumbed in to the main line. The showers will be freestanding and the toilet only requires a cold water line. Each room will take about a day to install. All pipes will run under the deck and there will be no excavation required.

viii. Construction equipment

Trucks to transport goods will be hired locally so we cannot supply registration numbers.

- a) 1 x 4.2 cube tipper truck
- b) 1 x Land cruiser twin cab pick up
- c) 1 x cement mixer

- d) 1 x 8KVA portable generator
- e) 2 x 5KVA portable generators
- f) 1 x portable water pump
- g) 1 x welding machines
- h) 2 x grinding machines
- i) 2 x 800 watt drilling machines
- j) 6 x rechargeable drilling machines
- k) 4 x belt sanders
- l) 2 x routers

The maximum amount of workers required on any given day should not exceed 30. This will consist of 12 x artisans and 18 x casuals. Staff will rotate in and out depending on the work required.

As far as possible all materials will be purchased locally.

Rhino wood for decks and walkways will come from South Africa. The reason for this is Rhino Wood is a specially treated timber only manufactured in South African. It is pine that has been super-heated to get rid of all the sugar's in the wood and then is impregnated with wax under high pressure. This means the wood is Termite resistant and 100% FSC approved.

- a) Steel (Iringa)
- b) Aluminum joisting (Dar Es Salaam)
- c) Cement (Iringa)
- d) Aggregate (Tungamalenga)
- e) Sand (Tungamalenga)
- f) Bolts, Nuts, Screws etc (Dar Es Salaam)
- g) Tents (Arusha)
- h) Sanitary ware (Dar Es Salaam)
- i) Solar and electrical (Dar Es Salaam)
- j) Containerized accommodation (Dar Es Salaam)
- k) Tools and equipment (Dar Es Salaam)

3.4. Economic Feasibility of the Proposal

Summary

The project is economically viable as indicated by the data below showing the following results:

- Positive Cash Flow throughout.
- Present Value of \$1,130,000

Project Objectives

The project objectives are to concurrently develop a permanent high-end tented camp and a far more geographically wide-ranging exploratory operation. The intention is to use the Castle Rock Camp as the main base for the activities whilst offering numerous options such as expeditions, fly camping, educational opportunities, guide training etc. The Retreat and Team Building Facility would serve both local and foreign clients. The initial permanent camp and all permanent structures will be situated at the Castle Rock Site with the expedition operations covering many of the more remote areas of the park such as Mpululu, Magangwe, Usangu, etc.

Project Size:

The project will be developed in two phases as indicated below:

Phase 1: April 2020 – May 2021

1. Six tents (12 beds)
2. One private house with 4 rooms (8 beds)
3. One Star Room (2 beds)
4. Staff quarters for 28 staff
5. Workshop
6. Two management houses
7. Four Guides accommodation
8. Pool

Phase 2: May 2022 – May 2023

1. Three tents (6 beds)
2. Retreat and Team Building Facility incorporating an interpretation and education centre (12 beds)
3. Two Private Cottages (8 beds)
4. Purchase of 4 exploration vehicles
5. Staff quarters for additional staff & guides (24 staff)

Project Implementation Schedule

1. A 9-month project development period is envisaged for phase 1 of the project commencing operations in June 2021. It is anticipated that Castle Rock Camp may ultimately comprise 36 luxury beds and 12 Retreat and Team Building Facility beds with a phased development made up of initial construction in Phase 1 comprising Six tents (12 beds), one private house with 4 rooms (8 beds), one Star Room with 2 beds, staff quarters for 28 staff, workshop, two management houses, four Guides accommodation, pool, 6 tour

vehicles. Phase 2 comprising 3 tents (6 beds), a Retreat and Team Building Facility (12 beds), and two private cottages with 8 beds, commencing in May 2022 to open in June 2023.

The Applicant

The applicant for this project is Amelia's Safaris Limited. Amelia's Safaris Limited is a private limited liability company registered under the law of the United Republic of Tanzania, having its Registered Office at Mawalla Road, Mawalla Heritage Park, Mawalla Law Offices, Plot No 175/20, P.O. Box 6101, Arusha, Tanzania.

Our tour operation and social focus are centered on the following:

- i. Tourism based project catering for upmarket adventure clients with an initial permanent tented camp sited at Castle Rock with plans to acquire and develop a second camp elsewhere within Ruaha.
- ii. Giving clients the option to fly-camp and explore in the lesser known and underutilized areas of the park i.e. Mpululu, Isukuviola, Ulanga etc. Our strong belief is that we can offer clients enough variety to attract far greater numbers of extended stay clients.

Amelia's Safaris Limited shareholders are Ms. Elizabeth Grainger and Mr. Neil Rocher.

Ms. Elizabeth Grainger comes from a successful, stable engineering products business background, and has always mixed this with a passion for global travel and wildlife. She is the Managing Director and majority shareholder of the companies that have ownership of the Interclamp brand of fittings with physical warehousing and distribution operations in both the UK and Australia from where they export worldwide. She has spent prolonged safaris in several-East and Southern African countries but Tanzania in general and the southern parks in particular are where her heart lies. Her business development experience together with her financial capacity, experience of many top lodges, camps and mobile safaris and thirst for a more adventurous bush adventure than the standard fare have given her an understanding of where opportunities are being overlooked and how products can be linked and marketed to succeed and flourish.

Mr. Neil Rocher has a long association with tourism and guiding not only in his native Zambia but also extensively around the African safari circuit. Renowned globally as one of Africa's top guides who during his travels stayed repeatedly in many of the best camp and lodges across the continent, his career path organically grew into architecture and design, where he found himself involved in the design and development of many top camps, lodges and hotels both in the bush and on the coast. While finding that his skills are in demand across the continent, his passion remains in Ruaha which is where he feels most at home. Hence, he has spent time developing a

close bond not only with the majestic beauty of Ruaha itself but also TANAPA employees based at Msembe, as well as the local community near Ruaha National Park. Castle Rock gives Neil the opportunity to develop his favourite site with minimal environmental impact to preserve the inherent beauty of the area. With our pooled resources and capabilities, both financial and personal, we believe we create a formidable team to ensure the financial success of our projects both on the inside and outside of Ruaha.

Project Cost

The total project cost is estimated at US\$1,665,685.00 as detailed below.

TOTAL INVESTMENT	
Start-up Costs	\$55,000
Phase 1: 6- double rooms	\$168,000
One Star Room	\$15,000
Family house with 4 rooms	\$84,000
Main Area	\$120,000
Pool Area	\$36,000
Kitchen & Stores	\$51,935
Staff Quarters	\$85,000
Workshops	\$24,750
1 x Supply truck	\$30,000
1 X Staff vehicle	\$30,000
4 x Tour Vehicles	\$240,000
Soft Furnishings Phase 1	\$30,000
Furniture & Equipment Phase 1	\$60,000
2 x Retreat & Team Building Facility	\$100,000
Staff Qtrs for Additional Staff	\$85,000
Phase 2: 3 tents	\$84,000
2 x Private cottages	\$112,000
4 x Exploration Vehicles	\$200,000
Phase 2: Furniture & Equipment	\$30,000
Phase 2: Soft Furnishings	\$25,000
Total	\$1,665,685

Project Finance

The project finance will be provided and/or secured by Ms Elizabeth Grainger.

Market Analysis Summary

Permanent tented camping offers a new and innovative way for discerning travellers to experience nature – the very concept of tented camps was born in East Africa and Amelia’s Safaris has taken this concept and redefined it, bringing it to the cutting edge of tented camping and creating an entirely fresh element in the Amelia’s offering - a “greener”, back-to nature, grounded, authentic experience for our guests, a way for them to enjoy the very best of nature in the most responsible and sustainable way possible.

The establishment of this tented camp was in direct response to market feedback – the market has been calling for an experience where a guest’s encounters with nature and wildlife are the priority and this offering does exactly that, whilst ensuring at the same time that the luxury and standards that are Amelia’s touchstone remain unchanged, but simply take second place to the environment and wildlife experience and the preservation of these precious resources.

Market Segmentation

Amelia’s Safaris will operate at the very top end of the market.

Strategy and Implementation

The company’s primary role is that which Amelia’s Safaris performs as hoteliers – managing lodges and creating exceptional, once-in-a-lifetime experiences and memories for our guests which honour and respect Africa in every way.

Management Experience

Shareholders of Amelia’s Safaris will play a key role in ensuring that the company ethos, the very essence of the brand and offering, permeate every element of the new project, from the word go. Seasoned executives will be employed to ensure that the ethos, DNA and branding of the Amelia’s Safaris style of offering is firmly entrenched in the initial opening and ongoing operation of the new camp.

SWOT Analysis

This is a summary of the proposed new business's most important strengths, weaknesses, opportunities and threats.

i. Strengths

1. Limited Area Access

For many visitors, and particularly those at the high end of the market booking destinations such as Amelia’s Safaris, privacy is key and a deciding factor in their vacation plans. A sense of seclusion has immeasurable value to a HNWI client – they are searching for destinations that

offer both an adventure and a retreat, a sanctuary from the demanding and often hectic nature of their everyday lives.

At Amelia's Safaris Castle Rock, guests will be able to enjoy access to untouched areas of the park, offering limited access traversing rights using a carefully designed road network.

2. Knowledge and Understanding of the Operating Environment

Amelia's Safaris' shareholders have developed a comprehensive and exhaustive operating manual which will serve as an invaluable tool and guiding document for the operation of the Castle Rock.

3. Safety – Guests & Staff

Safety and security, for both guests and staff, are absolutely pivotal and constitute a nonnegotiable component of the business. Stringent attention will be paid to these elements of the new operations during the roll out plan, in terms of staffing, equipment, and training, understanding the environment, identifying any potential threats and designing strategies to counter these.

4. A Retreat and Team Building Facility

The operation of a Retreat and Team Building Facility open not only to tourists, but also the local student community so they may better understand the long-term benefits that preserving and serving Ruaha will bring them. This will enable the camp to accommodate guests even during low seasons thus positively impacting the cash flow.

ii. Weaknesses

1. Difficulty of Access

Access into Southern Tanzania remains a challenge in terms of flight connection times and investigative marketing research has revealed that this factor certainly plays a significant part in traveller destination selection. Amelia's Safaris will investigate potential opportunities to reduce travelling time with various air

Operators. This will greatly reduce guest travel time and contribute towards enhancing occupancy figures, which in turn will generate many spin off effects for TANAPA, the Tanzanian government, local businesses, the camp and its staff, and the company.

2. No Flights to the Park in the Months of April and May

The camp like all other camps in the park will have to close in the months of April and May as all flights to the park are cancelled during this period due to standard airline practice making the camp accessible only by road.

3. Potential Poaching Activity near the Camp Location

Potential poaching activity near the camp location, could have a possibly damaging impact upon the wildlife population and thus wildlife viewing opportunities and the guest experience, but this will undoubtedly be alleviated by human activity at the site.

iii. Opportunities

1. Meeting Market Demands

Market feedback has revealed that today's discerning traveler is searching for a holiday experience that offers exceptional, one-of-a-kind, nature-based encounters which are underpinned by luxury and world class hospitality standards – Castle Rock will do exactly that.

2. A "Greener" Approach

Enhanced use of "green" technology at the new developments will serve multiple purposes: –

- reduced impact upon the pristine environments in which the camp will operate;
- long term environmental and financial sustainability in terms of reduced dependence upon traditional fuels, and;
- marketing power in terms of responding to guest feedback which calls for today's premier hospitality operations to set the example and assume greater responsibility for the environment.

3. Recruitment and Development

The new camp will work towards building a competent, committed, diligent and trustworthy human resource from the very outset through careful management of the recruitment process. Wherever possible, the operation would strive to employ locally however it must be noted at this point that certain job titles may well require skills not available in the Ruaha locality and to ensure the long-term success and sustainability of the business, the company will then look further afield to recruit the "right" individuals who fit the "Amelia's Safaris Way" and who will bring the necessary skills and experience to the team. This critical element of the business is discussed in further detail under Human Resources.

4. Community Outreach

As a company, Amelia's Safaris is dedicated to the local communities near to our operations and to assisting in generating prosperity and improving lives. Amelia's Safaris will look to identify opportunities for social partnership in the region and to develop strategies to give effect to those opportunities.

iv. Threats

1. Potential Oversaturation

It is absolutely critical that the pristine nature of the Ruaha National Park be very carefully managed going forward – it is the open space, tranquility and privacy of the area that render it so appealing, particularly to the very top end of the market. These are the qualities that HNWI clients seek when considering various holiday destinations and sadly, very few such destinations remain in the world – those that do are precious and must be protected. Oversaturation such as has occurred in the Maasai Mara would have a hugely detrimental effect, jeopardising not only the natural and wildlife resources resident in the Ruaha National Park but also the "earning potential" of the area – HNWI, high-end visitors do not choose overpopulated, busy destinations and there is no doubt, and indeed a great deal of proof, that 'low impact, high value' tourism is of much greater value to a country or region in the long term. This is true for all players including local communities, the wildlife population, lodges and operators, and government branches – most importantly, low impact, high value tourism activity will benefit multiple generations going forward and this concept must form the cornerstone of all management principles employed in the Ruaha National Park going forward.

Amelia's Safaris looks forward to working alongside TANAPA to develop strategies that will carefully manage the influx of camps and operators into the area so that the integrity and

splendour of this pristine environment can be preserved – vigilance in this regard cannot be overstated.

Management & Human Resources

Management

The very highest standards of hospitality will be consistently maintained.

Human Resource

The primary HR objectives for Castle Rock will be as follows: -

- a happy payroll committed to personal development and the success of the company in every sphere
- strong team spirit and an understanding that every single member of the team has a key role to play
- minimal number of disciplinary and/or grievance issues
- a proactive approach to any HR issues
- a sense of “family”

Organizational Structure

The company will engage more of a functional organization structure whereby people shall be focusing on their prime area of expertise.

Personnel Plan

Human Resources at Castle Rock will be structured as follows: -

- 1 x Camp Manager
- 1 x Camp Assistant Manager
- 4 x guides
- 2 x Chefs
- 2 x Sous Chefs
- 5 x Butler/Bar Attendants
- 4 x Room Attendants
- 4 x Kitchen Hands/General Workers
- 4 x Security Guards
- 2 x Driver/Mechanics
- 2 x General Maintenance
- 1 x Administration Assistant

Policies and Procedures

Human Resource policies and procedures will be guided by 19 different policies, as detailed below: -

1. Disciplinary Policy & Procedure
2. Incapacity Policy & Procedure
3. Code of Conduct
4. Grievance Policy & Procedure
5. Medical Care

6. Benefits
7. Uniforms & General Appearance
8. Recruitment Selection
9. Remuneration
10. HIV AIDS
11. Termination of Employment
12. Leave
13. Wellness & Safety
14. Gratuities
15. Fairness in the Workplace

Training

Castle Rock will make use of many different forms of training including in house, on the-job training using the “buddy system” and the expertise resident within the payroll. Other training would involve bringing in specialized individuals to train specific skills and/or arranging for employees to receive training off site.

Every single employee, both management and junior staff, will receive detailed and in-depth training as part of their induction programme. Amelia’s Safaris believes very firmly in the many advantages of a thorough induction which benefits both the new employee and the company. This process begins at the recruitment stage and continues right through an employee’s commencement of employment and first performance appraisal after three months of employment.

Induction, and careful training serves to ensure the company’s ethos is clearly understood and appreciated by all parties from the very beginning – training includes the company’s mission statement and values, policies and procedures, expectations and an understanding of both the company’s and the individual employee’s objectives and goals.

Financial Plan

The following sections will outline the Financial Plan of Castle Rock.

Important Assumptions

The financial plan depends on important assumptions. Some of the more important underlying assumptions are:

- Amelia’s Safaris assume a strong economy, without major recession.
- Amelia’s Safaris assume, of course, that there are no unforeseen changes in economic policy to make its service immediately obsolete or unwanted.

Basic Forecasts

Occupancy for the first year of operations is anticipated as follows: -

January	February	March	April	May	June	July	August	September	October	November	December
30%	30%	30%	Closed	Closed	50%	65%	65%	65%	60%	35%	35%

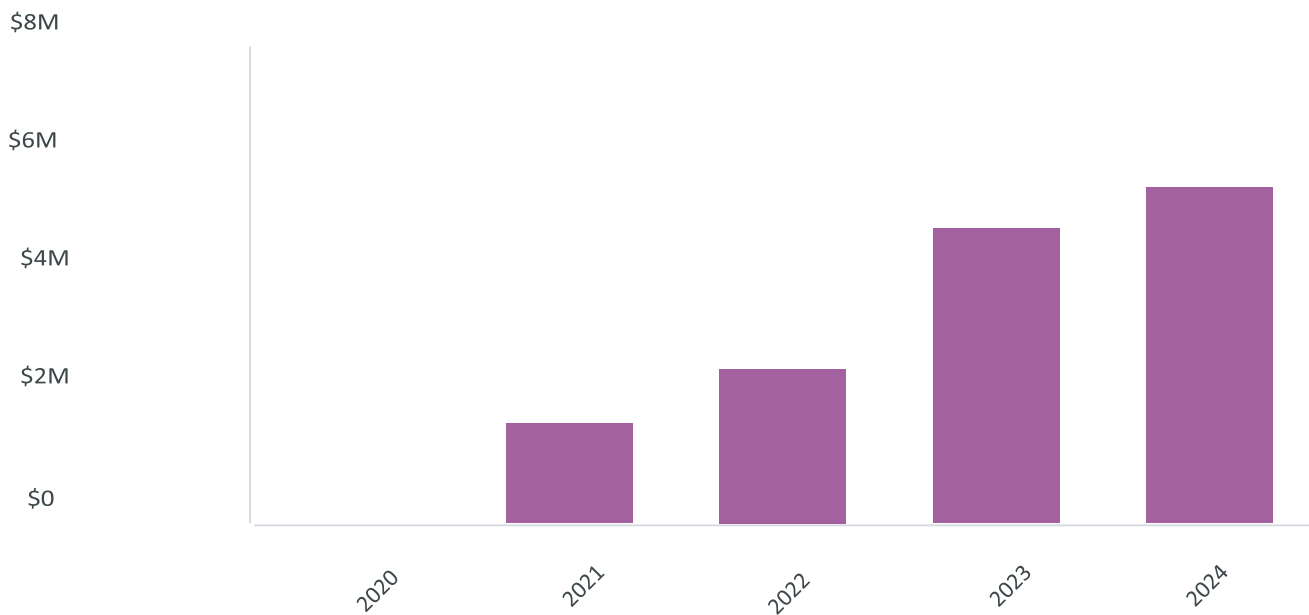
Marketing efforts will drive a 5 to 6% year-on-year growth in occupancy.

Projected Park Fees

	2020	2021	2022	2023	2024
Park Fees		\$78,564	\$121,269	\$210,361	\$223,602

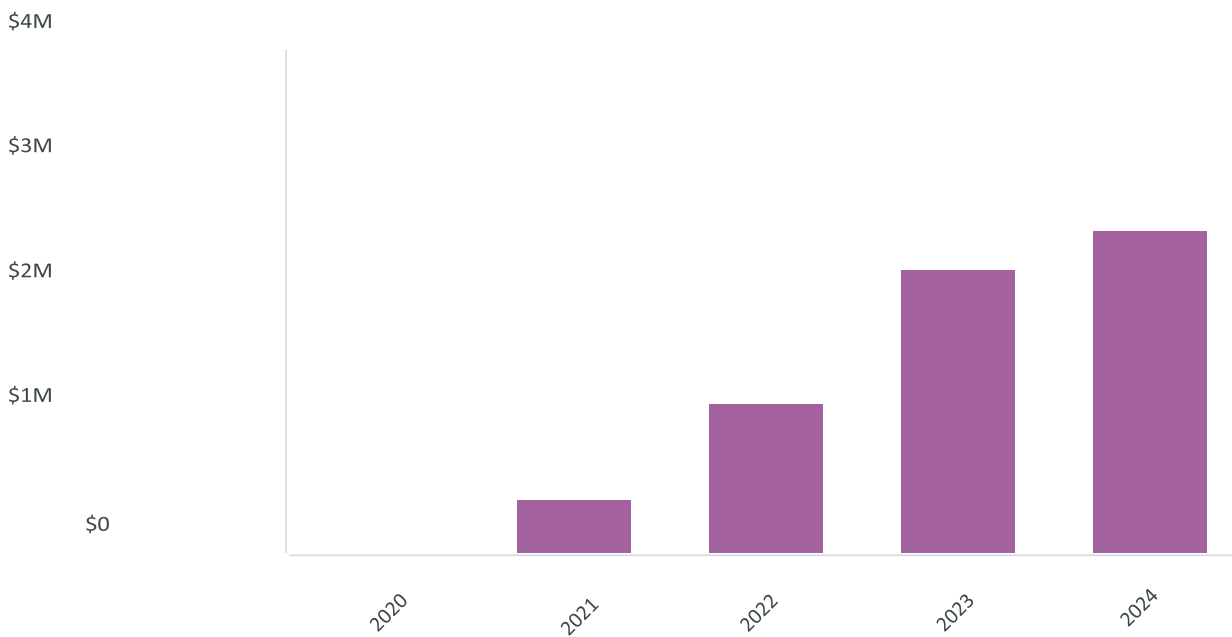
Revenue

Revenue	2020	2021	2022	2023	2024
Beds		\$1,745,867	\$2,694,868	\$4,674,686	\$4,968,933
Retreat & Team Building				\$246,808	\$516,183
Exploration				\$136,960	\$234,240
Totals		\$1,745,867	\$2,694,868	\$5,058,454	\$5,719,356



Direct Costs

Direct Costs	2020	2021	2022	2023	2024
Guest Expenses		\$254,606	\$673,717	\$1,264,613	\$1,429,839
Agency Fees		\$203,684	\$538,974	\$1,011,691	\$1,143,871
Totals		\$458,290	\$1,212,691	\$2,276,304	\$2,573,710

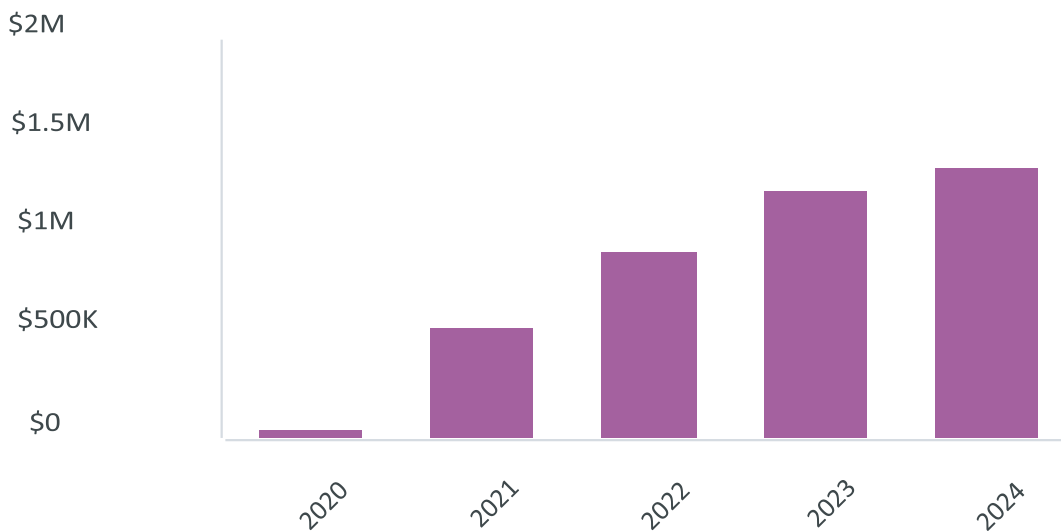


Personnel

Personnel	2020	2021	2022	2023	2024
Head Count	0	32	32	63	63
Personnel Expenses		\$77,056	\$105,312	\$163,508	\$208,273
Salaries and Wages		\$67,005	\$91,576	\$142,181	\$181,107
2 x Chef		\$5,130	\$7,011	\$7,186	\$7,366
2 x Sous Chef		\$2,790	\$3,813	\$3,908	\$4,006
5 x Butler/Bar Attendants		\$7,875	\$10,763	\$11,032	\$11,307
4 x Room Attendants		\$4,860	\$6,642	\$6,808	\$6,978
4 x Kitchen Hands/General Workers		\$4,860	\$6,642	\$6,808	\$6,978
4 x Security Guards		\$4,860	\$6,642	\$6,808	\$6,978
2 x Driver/Mechanic		\$3,600	\$4,920	\$5,043	\$5,169
2 x General Maintenance		\$1,215	\$1,661	\$1,702	\$1,745
1 x Administration Assistant		\$3,555	\$4,859	\$4,980	\$5,104
1 x Camp Manager		\$7,875	\$10,763	\$11,032	\$11,307
1 x Camp Assistant Manager		\$4,725	\$6,458	\$6,619	\$6,784
4 x Guides		\$15,660	\$21,402	\$21,937	\$22,485
Phase 2: 2 x Chef				\$4,192	\$7,366
Phase 2: 2 x Sous Chef				\$2,280	\$4,006
Phase 2: 5 x Butler/Bar Attendants				\$6,435	\$11,307
Phase 2: 4 x Room Attendants				\$3,971	\$6,978
Phase 2: 4 x Kitchen Hands/General Workers				\$3,971	\$6,978
Phase 2: 4 x Security Guards				\$3,971	\$6,978
Phase 2: 2 x Driver/Mechanic				\$2,942	\$5,169
Phase 2: 2 x General Maintenance				\$993	\$1,745
Phase 2: 1 x Administrative Assistant				\$2,905	\$5,104
Phase 2: 4 x Guides				\$12,797	\$22,485
Employee-Related Expenses		\$10,051	\$13,736	\$21,327	\$27,166
Totals		\$77,056	\$105,312	\$163,508	\$208,273

Expenses

Expenses	2020	2021	2022	2023	2024
Concession Fees		\$78,564	\$121,269	\$210,361	\$223,602
Insurance & Professional Fees		\$26,255	\$44,366	\$51,571	\$54,745
Reserve for Replacement		\$80,784	\$136,512	\$158,680	\$168,446
Administrative & General		\$155,509	\$262,786	\$305,459	\$324,259
Marketing		\$10,184	\$26,949	\$50,584	\$57,194
Property & Vehicle Operation & Maintenance		\$151,470	\$255,960	\$297,525	\$315,837
Management		\$60,588	\$102,384	\$119,010	\$126,335
Exploration Tours Running Costs	\$0			\$54,784	\$93,696
Initial Legal & Consultancy Fees	\$25,000				
Application & EIA Fees	\$25,000				
Rent	\$6,400	\$9,600	\$9,600	\$9,600	\$9,600
Totals	\$56,400	\$572,9	\$959,826	\$1,257,574	\$1,373,714



Assets

Assets	2020	2021	2022	2023	2024
Long-term assets	\$427,750	\$829,685	\$793,685	\$1,442,018	\$1,374,352
Phase 1: Tents x 6	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000
Phase 1: Family House with 4 Rooms	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000
Phase 1: One Star Room		\$15,000	\$15,000	\$15,000	\$15,000
Phase 1: Main Area	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Phase 1: Pool Area		\$36,000	\$36,000	\$36,000	\$36,000
Phase 1: Kitchen & Stores		\$51,935	\$51,935	\$51,935	\$51,935
Phase 1: Staff Quarters	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
Phase 1: Workshops	\$24,750	\$24,750	\$24,750	\$24,750	\$24,750
Phase 1: Supply Truck x 1	\$27,000	\$24,000	\$21,000	\$18,000	\$15,000
Phase 1: Staff Vehicle x 1	\$27,000	\$24,000	\$21,000	\$18,000	\$15,000
Phase 1: Tour Vehicles x 4		\$220,000	\$196,000	\$172,000	\$148,000
Phase 1: Furniture & Equipment		\$56,667	\$52,667	\$48,667	\$44,667
Phase 1: Soft Furnishing		\$28,333	\$26,333	\$24,333	\$22,333
Phase 2: Retreat & Team Building Facility				\$100,000	\$100,000
Phase 2: Staff Quarters				\$85,000	\$85,000
Phase 2: Tents x 3				\$84,000	\$84,000
Phase 2: Private Cottages				\$112,000	\$112,000
Phase 2: Exploration Vehicles x 2				\$180,000	\$160,000
Phase 2: General Support Vehicles x 2				\$72,000	\$64,000
Phase 2: Furniture & Equipment				\$28,000	\$26,000
Phase 2: Soft Furnishings				\$23,333	\$21,667

Financing

Financing	2020	2021	2022	2023	2024
Amount received	\$1,029,685			\$636,000	
Start-up Cost	\$55,000				
Phase 1: 6 Double Rooms	\$168,000				
Phase 1: One Star Room	\$15,000				
Phase 1: Family House with 4 Rooms	\$84,000				
Phase 1: Main Area	\$120,000				
Phase 1: Pool Area	\$36,000				
Phase 1: Kitchen Stores	\$51,935				
Phase 1: Staff Quarter	\$85,000				
Phase 1: Workshops	\$24,750				
Phase 1: Supply Truck x 1	\$30,000				
Phase 1: Staff Vehicle x 1	\$30,000				
Phase 1: Tour Vehicles x 4	\$240,000				
Phase 1: Soft Furnishings	\$30,000				
Phase 1: Furniture & Equipment	\$60,000				
Phase 2: Retreat & Team Building Facility x 2				\$100,000	
Phase 2: Staff Quarters				\$85,000	
Phase 2: Tents x 3				\$84,000	
Phase 2: Private Cottages x 2				\$112,000	
Phase 2: Exploration Vehicles				\$200,000	
Phase 2: Furniture & Equipment				\$30,000	
Phase 2: Soft Furnishings				\$25,000	

Projected Profit & Loss

Projected Profit & Loss	2020	2021	2022	2023	2024
Revenue		\$1,745,867	\$2,694,868	\$5,058,454	\$5,719,356
Beds		\$1,745,867	\$2,694,868	\$4,674,686	\$4,968,933
Retreat & Team Building				\$246,808	\$516,183
Exploration				\$136,960	\$234,240
Direct Costs		\$458,290	\$1,212,691	\$2,276,304	\$2,573,710
Guest Expenses		\$254,606	\$673,717	\$1,264,613	\$1,429,839
Agency Fees		\$203,684	\$538,974	\$1,011,691	\$1,143,871
Gross Margin		\$1,287,577	\$1,482,177	\$2,782,150	\$3,145,646
Gross Margin %		74%	55%	55%	55%
Operating Expenses	\$56,400	\$650,010	\$1,065,138	\$1,421,083	\$1,581,986
Salaries & Wages		\$67,005	\$91,576	\$142,181	\$181,107
2 x Chef		\$5,130	\$7,011	\$7,186	\$7,366
2 x Sous Chef		\$2,790	\$3,813	\$3,908	\$4,006
5 x Butler/Bar Attendants		\$7,875	\$10,763	\$11,032	\$11,307
4 x Room Attendants		\$4,860	\$6,642	\$6,808	\$6,978
4 x Kitchen Hands/General Workers		\$4,860	\$6,642	\$6,808	\$6,978
4 x Security Guards		\$4,860	\$6,642	\$6,808	\$6,978
2 x Driver/Mechanic		\$3,600	\$4,920	\$5,043	\$5,169
2 x General Maintenance		\$1,215	\$1,661	\$1,702	\$1,745
1 x Administration Assistant		\$3,555	\$4,859	\$4,980	\$5,104
1 x Camp Manager		\$7,875	\$10,763	\$11,032	\$11,307
1 x Camp Assistant Manager		\$4,725	\$6,458	\$6,619	\$6,784
4 x Guides		\$15,660	\$21,402	\$21,937	\$22,485

continued on next page...

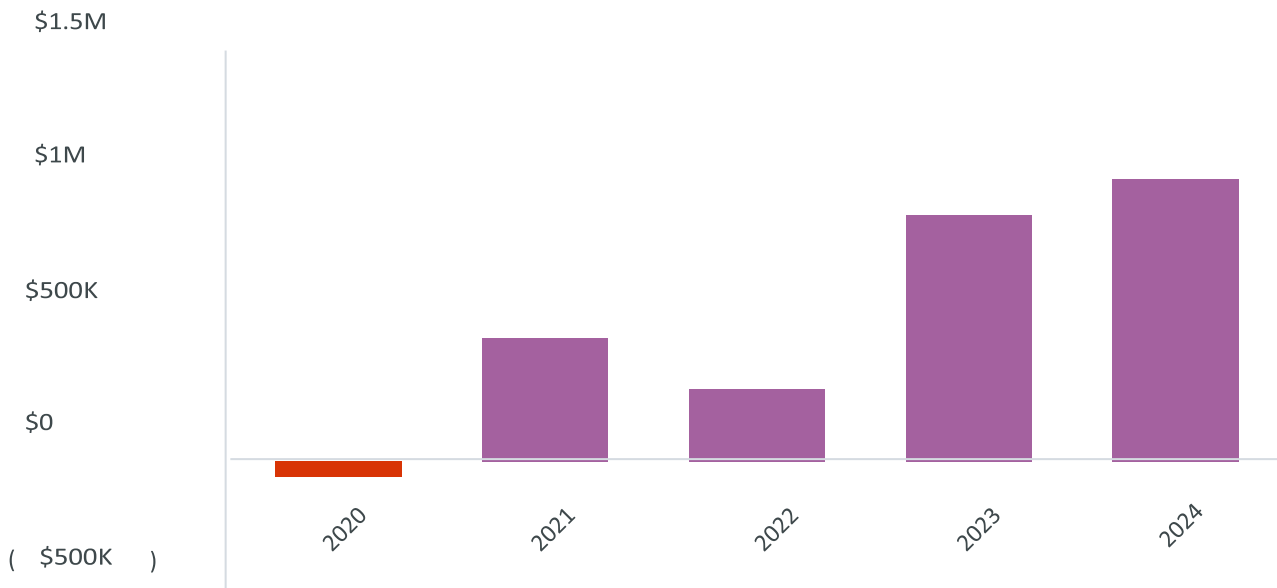
...continued from previous page

Projected Profit & Loss	2020	2021	2022	2023	2024
Phase 2: 2 x Chef				\$4,192	\$7,366
Phase 2: 2 x Sous Chef				\$2,280	\$4,006
Phase 2: 5 x Butler/Bar Attendants				\$6,435	\$11,307
Phase 2: 4 x Room Attendants				\$3,971	\$6,978
Phase 2: 4 x Kitchen Hands/General Workers				\$3,971	\$6,978
Phase 2: 4 x Security Guards				\$3,971	\$6,978
Phase 2: 2 x Driver/Mechanic				\$2,942	\$5,169
Phase 2: 2 x General Maintenance				\$993	\$1,745
Phase 2: 1 x Administrative Assistant				\$2,905	\$5,104
Phase 2: 1 x Camp Assistant Manager				\$3,861	\$6,784
Phase 2: 4 x Guides				\$12,797	\$22,485
Employee Related Expenses		\$10,051	\$13,736	\$21,327	\$27,166
Concession Fees		\$78,564	\$121,269	\$210,361	\$223,602
Insurance		\$26,255	\$44,366	\$51,571	\$54,745
Reserve for Replacement		\$80,784	\$136,512	\$158,680	\$168,446
Administrative & General		\$155,509	\$262,786	\$305,459	\$324,259
Marketing		\$10,184	\$26,949	\$50,584	\$57,194
Property & Vehicle Operation & Maintenance		\$151,470	\$255,960	\$297,525	\$315,837
Management		\$60,588	\$102,384	\$119,010	\$126,335

continued on next page...

...continued from previous page

Projected Profit & Loss	2020	2021	2022	2023	2024
Exploration Tours Running Costs	\$0			\$54,784	\$93,696
Legal & Consultancy Fees	\$25,000				
Application & EIA Fees	\$25,000				
Rent	\$6,400	\$9,600	\$9,600	\$9,600	\$9,600
Operating Income	(\$56,400)	\$637,567	\$417,039	\$1,361,067	\$1,563,660
Income Taxes	\$0	\$163,250	\$114,312	\$388,020	\$448,798
Depreciation and Amortization	\$6,000	\$31,000	\$36,000	\$67,667	\$67,666
Total Expenses	\$62,400	\$1,302,550	\$2,428,141	\$4,153,073	\$4,672,162
Net Profit	(\$62,400)	\$443,317	\$266,727	\$905,381	\$1,047,194
Net Profit %		25%	10%	18%	18%



Projected Balance Sheet

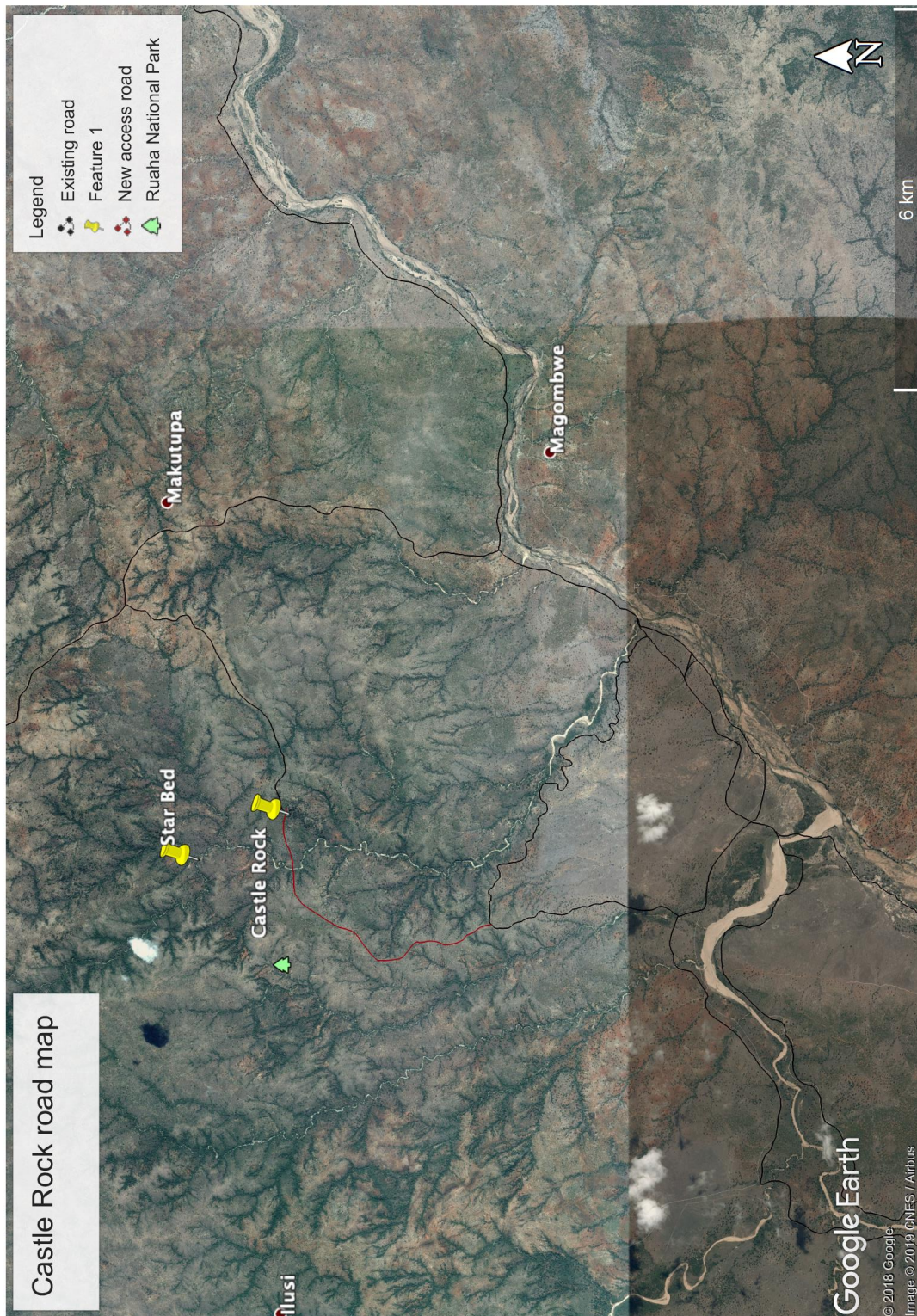
Projected Balance Sheet	2020	2021	2022	2023	2024
Assets	\$967,285	\$1,454,884	\$1,746,326	\$3,391,587	\$4,463,888
Current Assets	\$539,535	\$625,199	\$952,641	\$1,949,568	\$3,089,537
Cash	\$539,535	\$625,199	\$952,641	\$1,949,568	\$3,089,537
Accounts Receivable		\$0	\$0	\$0	\$0
Long-Term Assets	\$427,750	\$829,685	\$793,685	\$1,442,018	\$1,374,352
Long-Term Assets	\$433,750	\$866,685	\$866,685	\$1,582,685	\$1,582,685
Accumulated Depreciation	(\$6,000)	(\$37,000)	(\$73,000)	(\$140,667)	(\$208,333)
Liabilities & Equity	\$967,285	\$1,454,884	\$1,746,326	\$3,391,587	\$4,463,888
Liabilities	\$0	\$44,282	\$68,997	\$172,877	\$197,984
Current Liabilities	\$0	\$44,282	\$68,997	\$172,877	\$197,984
Accounts Payable	\$0	\$0	\$0	\$0	\$0
Income Taxes Payable	\$0	\$18,094	\$28,574	\$97,000	\$112,194
Sales Taxes Payable		\$26,188	\$40,423	\$75,877	\$85,790
Equity	\$967,285	\$1,410,602	\$1,677,329	\$3,218,710	\$4,265,904
Paid-In Capital	\$1,029,685	\$1,029,685	\$1,029,685	\$1,665,685	\$1,665,685
Retained Earnings		(\$62,400)	\$380,917	\$647,644	\$1,553,025
Earnings	(\$62,400)	\$443,317	\$266,727	\$905,380	\$1,047,195

Projected Cash Flow

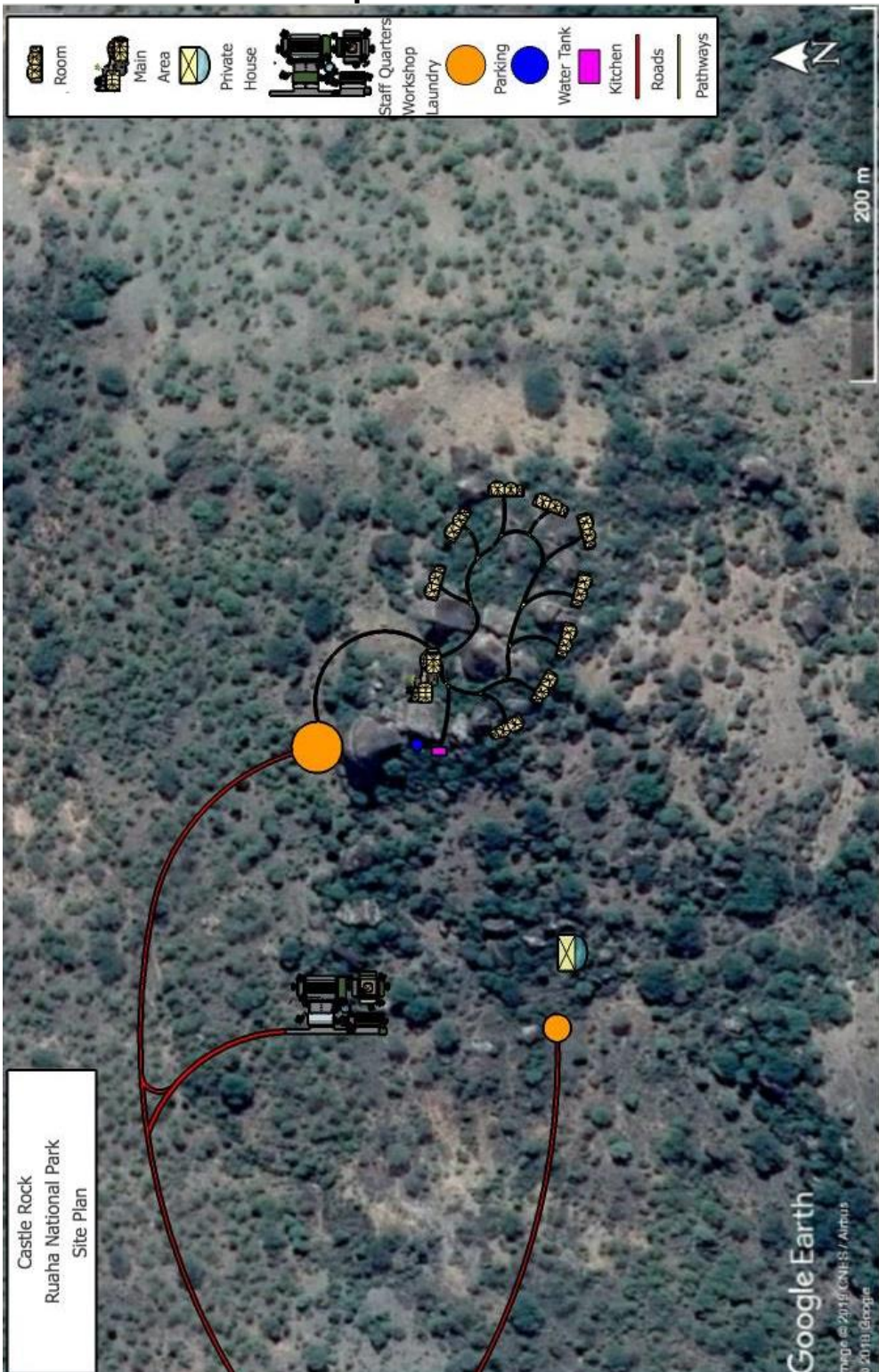
Projected Cash Flow	2020	2021	2022	2023	2024
Net Cash from Operations	(\$56,400)	\$518,599	\$327,442	\$1,076,927	\$1,139,968
Net Profit	(\$62,400)	\$443,317	\$266,727	\$905,381	\$1,047,194
Depreciation and Amortization	\$6,000	\$31,000	\$36,000	\$67,667	\$67,667
Change in Accounts Receivable		\$0	\$0	\$0	\$0
Change in Accounts Payable	\$0	\$0	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$18,094	\$10,480	\$68,426	\$15,194
Change in Sales Tax Payable		\$26,188	\$14,235	\$35,454	\$9,913
Net Cash from Investing	(\$433,750)	(\$432,935)		(\$716,000)	
Assets Purchased or Sold	(\$433,750)	(\$432,935)		(\$716,000)	
Net Cash from Financing	\$1,029,685			\$636,000	
Investments Received	\$1,029,685			\$636,000	
Cash at Beginning of Period	\$0	\$539,535	\$625,199	\$952,641	\$1,949,568
Net Change in Cash	\$539,535	\$85,664	\$327,442	\$996,927	\$1,139,968
Cash at End of Period	\$539,535	\$625,199	\$952,641	\$1,949,568	\$3,089,537

3.5. Proposal Plan Graphics and Architectural Drawings

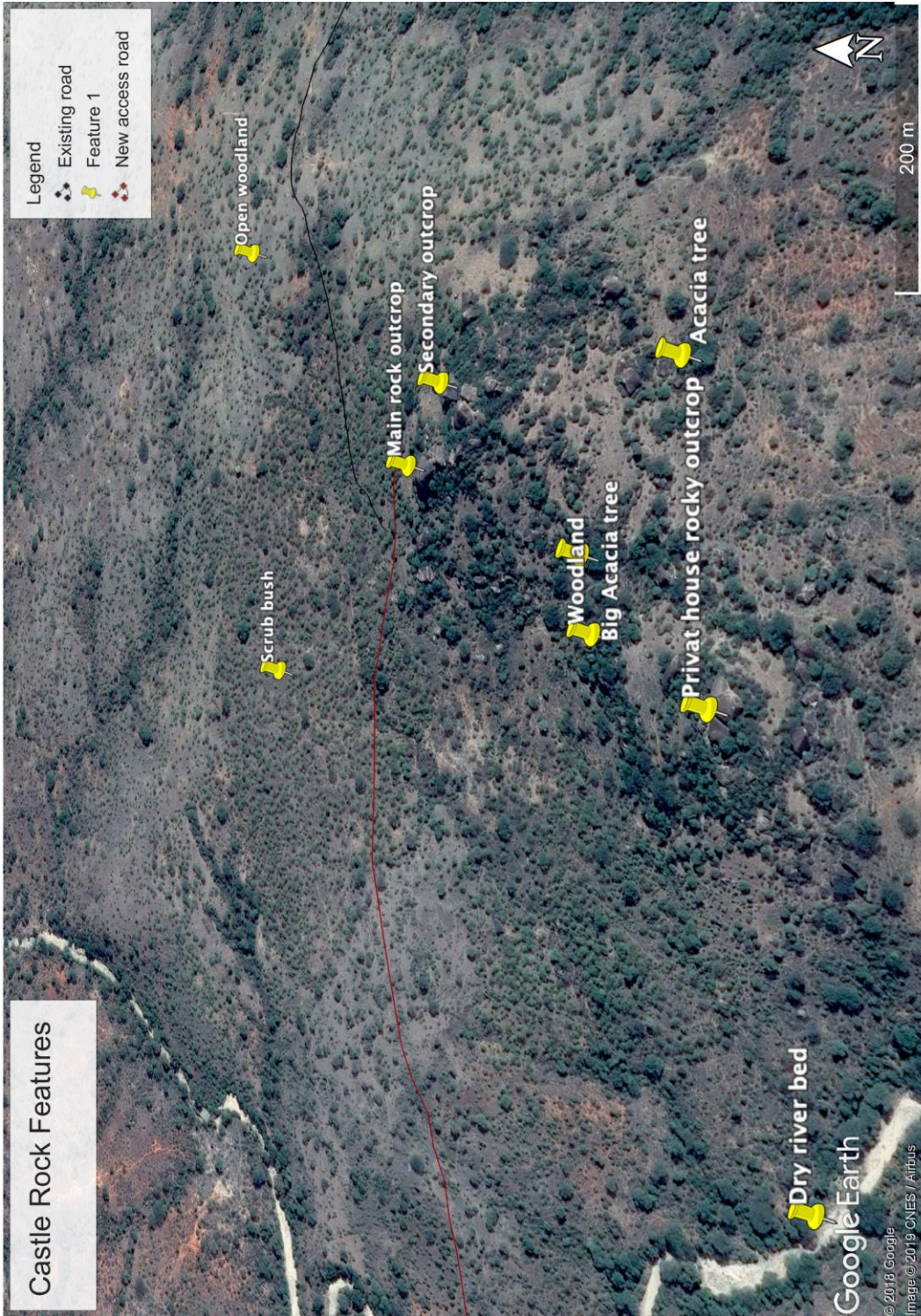
3.5.1. Park Site Location Map



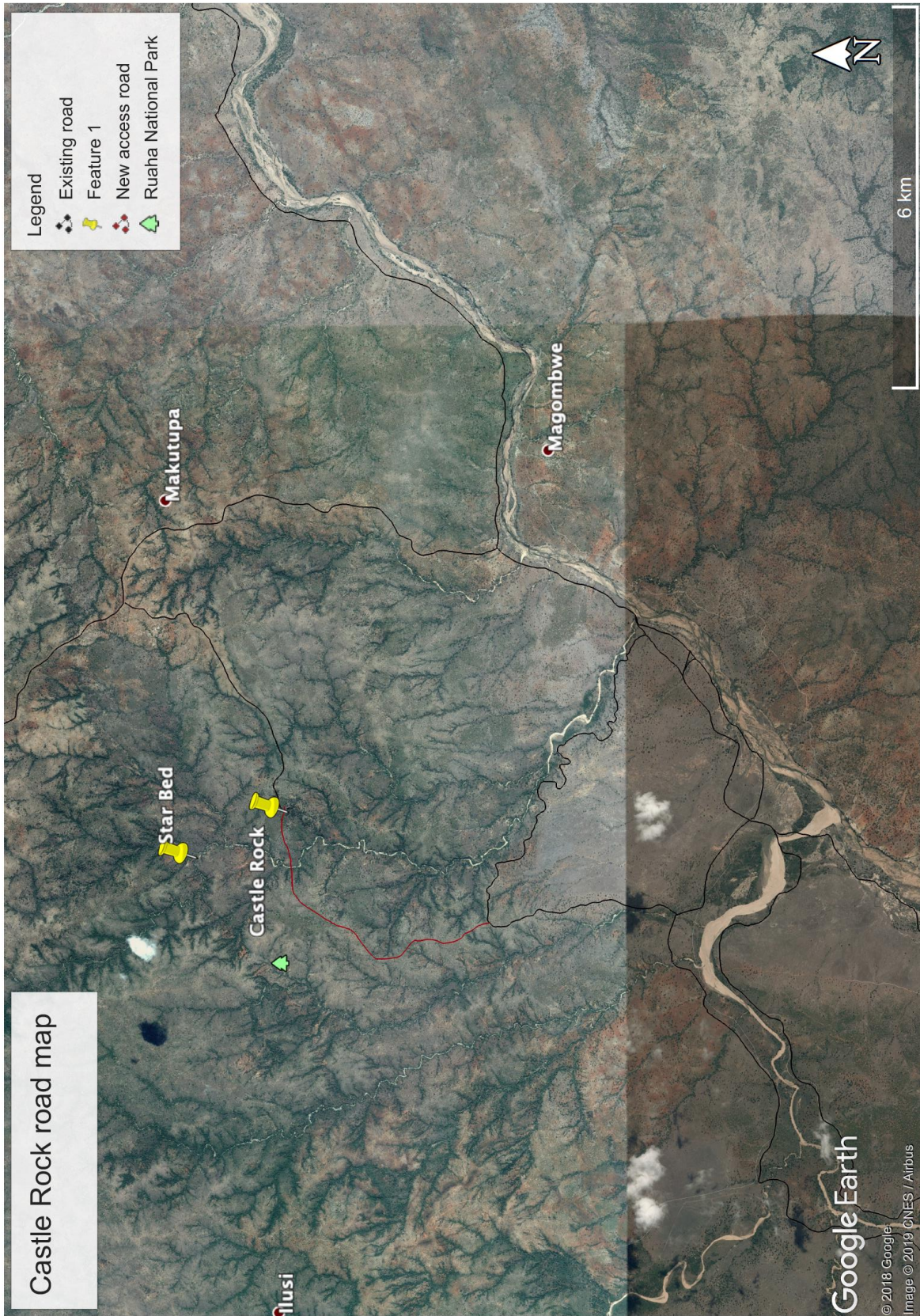
3.5.2. Site Development Plan



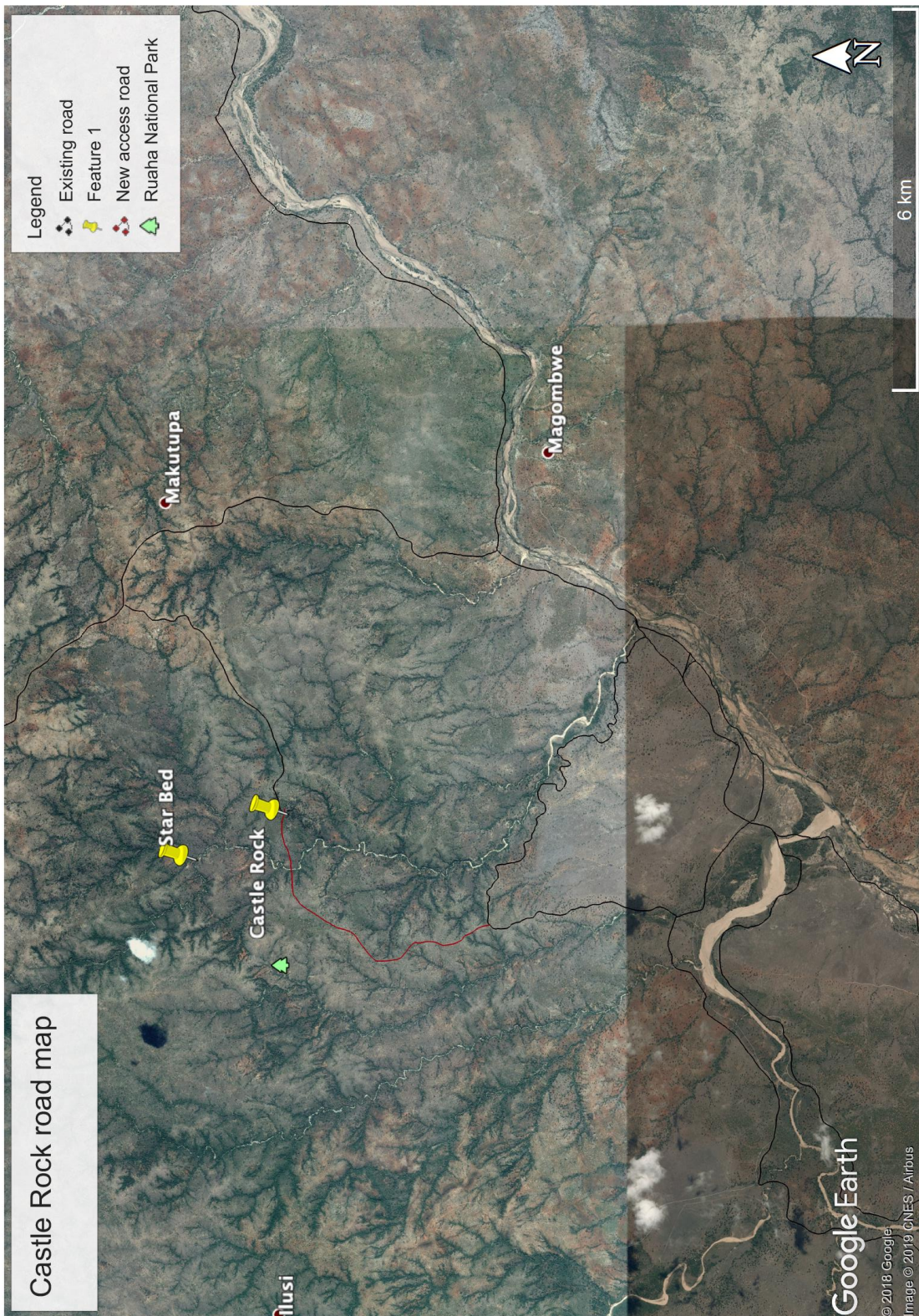
3.5.3. Major Topographic and Natural Features



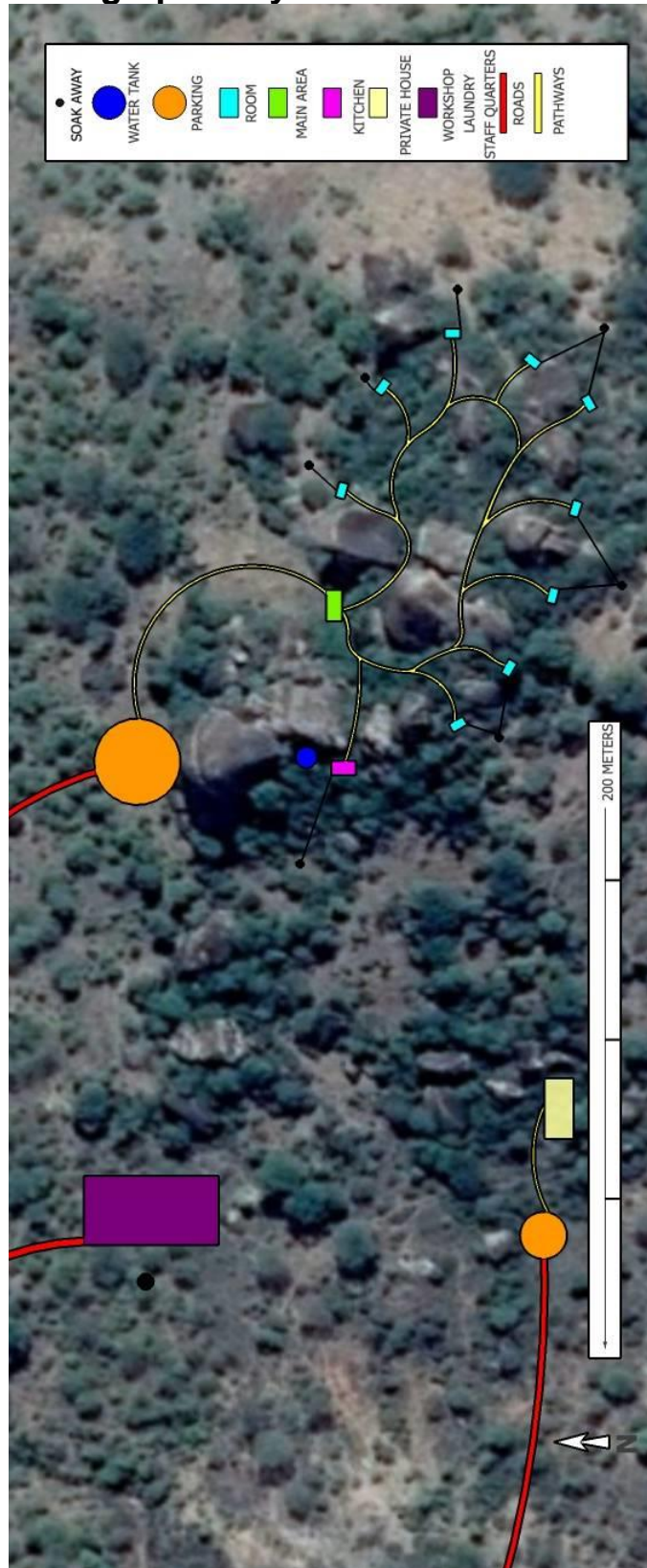
3.5.4. Existing Facilities, Developments, Utilities, and Road Systems



3.5.5. Location of All proposed Roads, Parking Areas, Trails, Bridges, drifts or Other access System Associated Developments



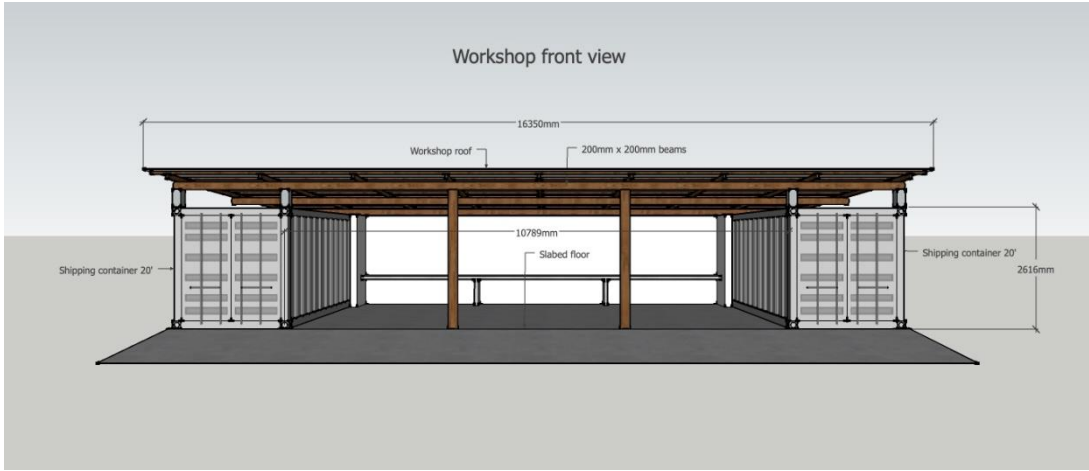
3.5.6. Site Plan “Footprint” that Accurately Portrays the Exact Location, Size, and Configuration of all Proposed Developments, Structures, Utilities and Geographically Identifiable Actions



3.5.7. Architectural Drawings





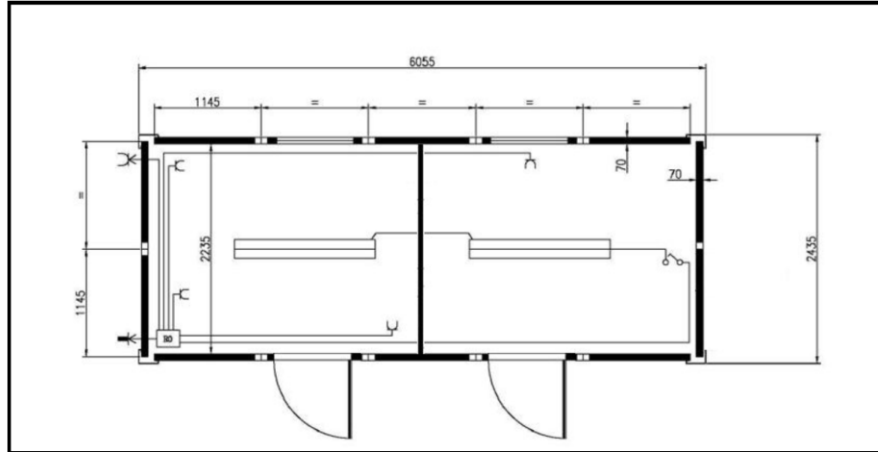




3.5.8. Floor Plans



AL101 A – Twin accommodation



Standard Fittings:

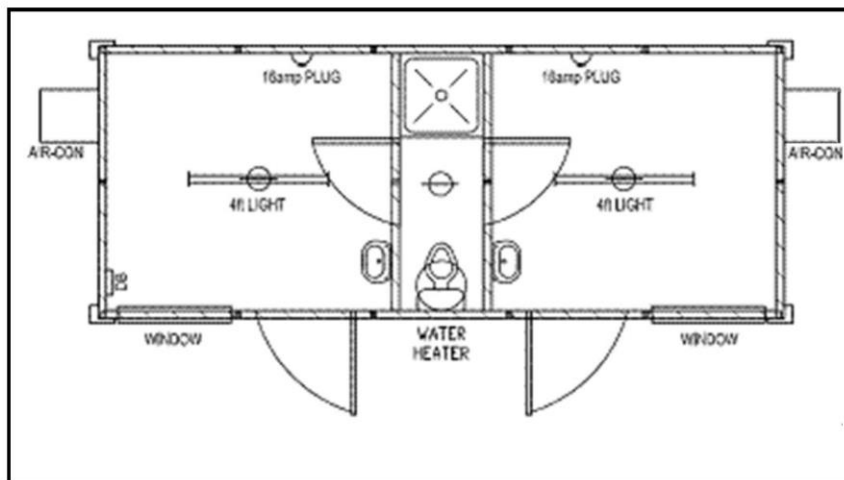
- 2x Lockable Steel Doors (Opening dimensions:808×2030mm)
- 2x Sliding Windows(800×1100mm)
- 2x PVC Window Shutters
- 1x Distribution board
- 2x 36w 220v Fluorescent Lights
- 4x 220v Sockets
- 1x 220v Switch



ALMAR
CONTAINER GROUP (PTY) LTD



AL114A – Double En-suite Accommodation



Standard Fittings:

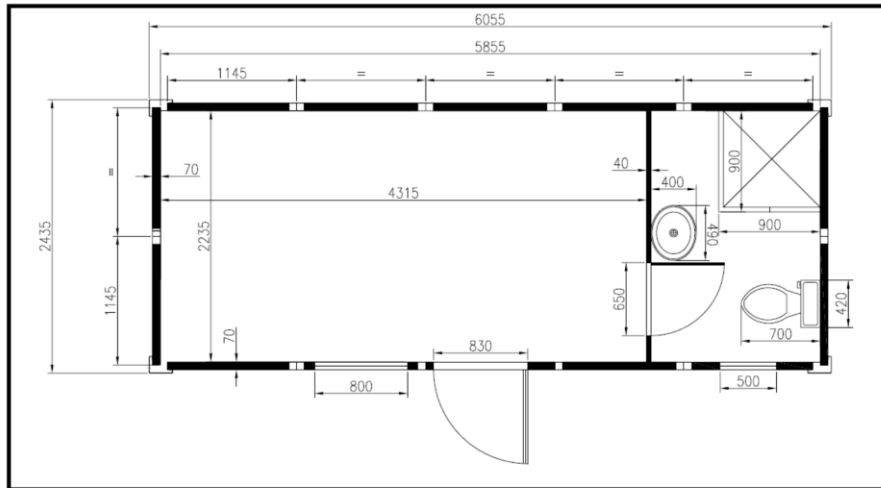
- | | | |
|---|----------------------------|-------------------|
| 2x Lockable Steel Door (Opening dimensions: 808×2030mm) | 1x Tilt Window (500×600mm) | 2x Internal Doors |
| 2x Sliding Windows(800×1100mm) | 1x Distribution board | 1x Ceramic Toilet |
| 1x 36w Fluorescent Light | 2x Switches | 2x Ceramic Basin |
| 2x 220v Sockets | 3x Internal Partitions | 1x Shower |
| 2x PVC Window Shutter | | |



ALMAR
CONTAINER GROUP (PTY) LTD

ALPAQ

AL114 – single en suite



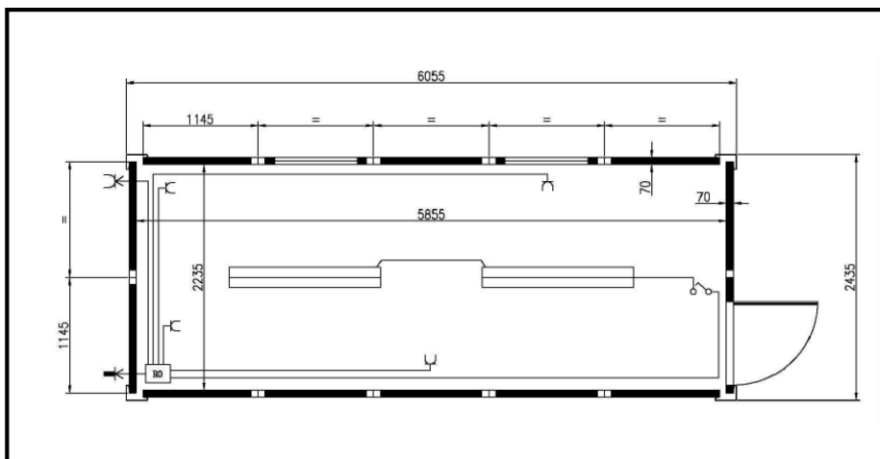
Standard Fittings:

- | | | |
|---|----------------------------|-------------------|
| 1x Lockable Steel Door (Opening dimensions: 808×2030mm) | 1x Tilt Window (500×600mm) | 1x Internal Door |
| 1x Sliding Windows(800×1100mm) | 1x Distribution board | 1x Ceramic Toilet |
| 1x 36w Fluorescent Light | 1x Switch | 1x Ceramic Basin |
| 2x 220v Sockets | 1x Internal Partition | 1x Shower |
| 1x PVC Window Shutter | | |



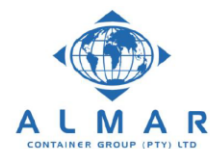
ALPAQ

AL101 – Basic 20' Office



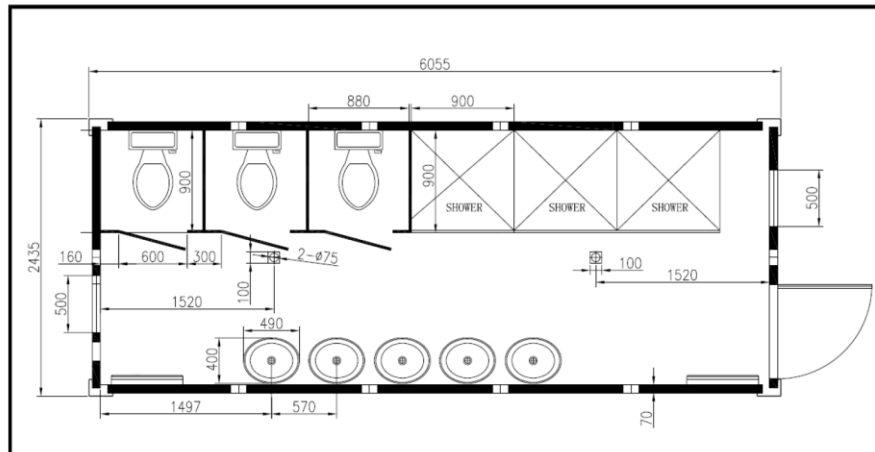
Standard Fittings:

- 1x Lockable Steel Door (Opening dimensions:808×2030mm)
- 2x Sliding Windows(800×1100mm)
- 2x PVC Window Shutters
- 1x Distribution board
- 2x 36w 220v Fluorescent Lights
- 4x 220v Sockets
- 1x 220v Switch





AL902 – 20' Ablution



Standard Fittings:

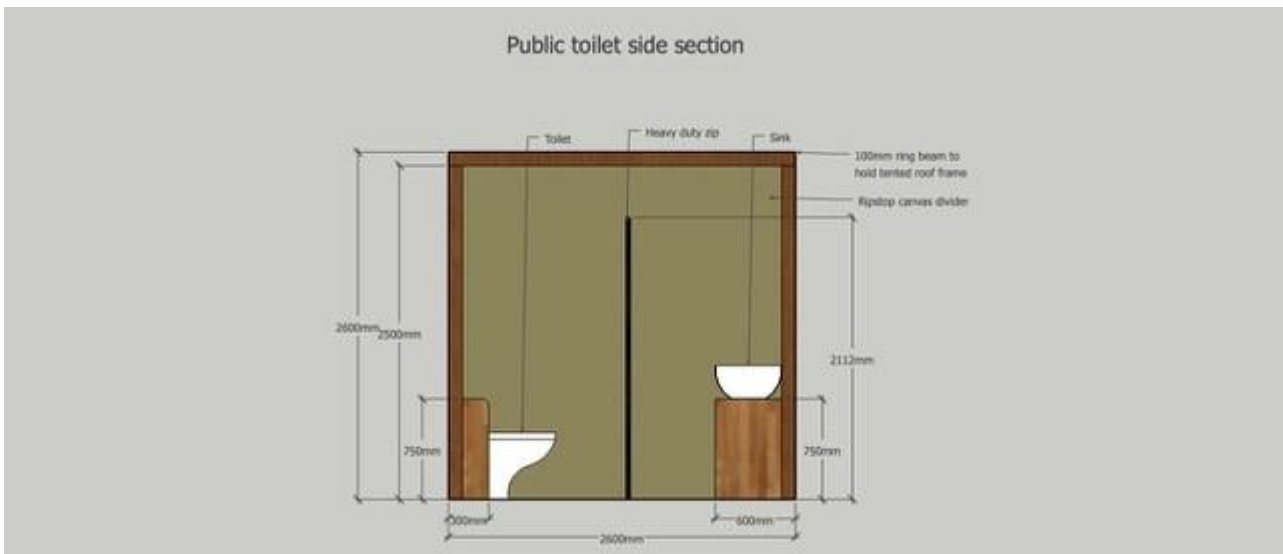
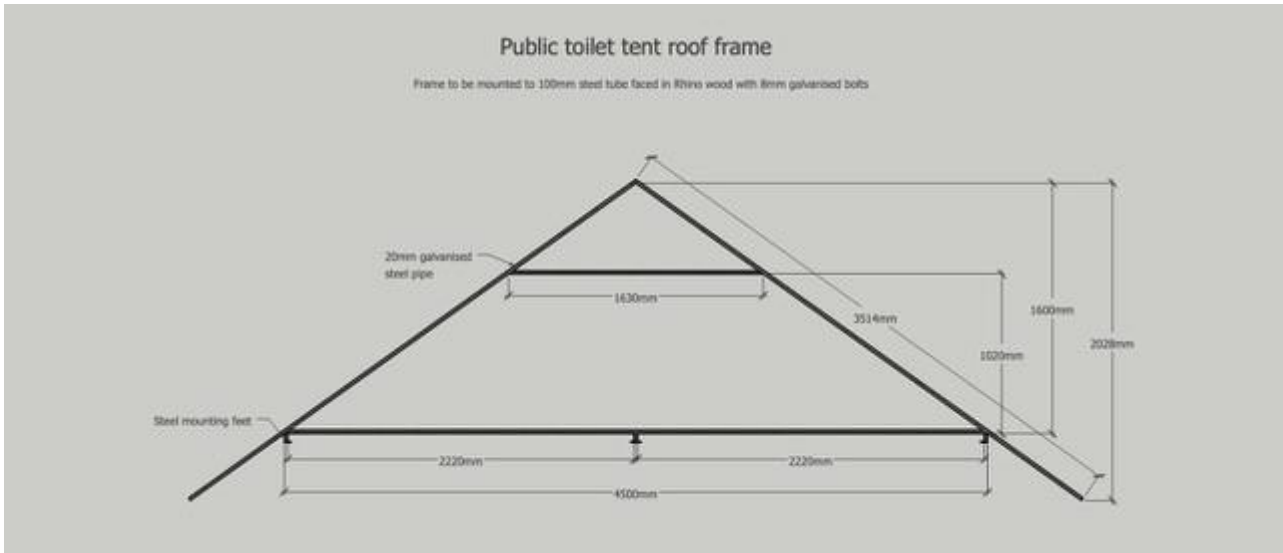
- 1x Lockable Steel Door (Opening dimensions: 808x2030mm)
- 2x Tilt Windows (500x600mm)
- 1x Distribution board
- 2x 36w 220v Fluorescent Lights
- 3x 220v Sockets
- 1x 220v Switch

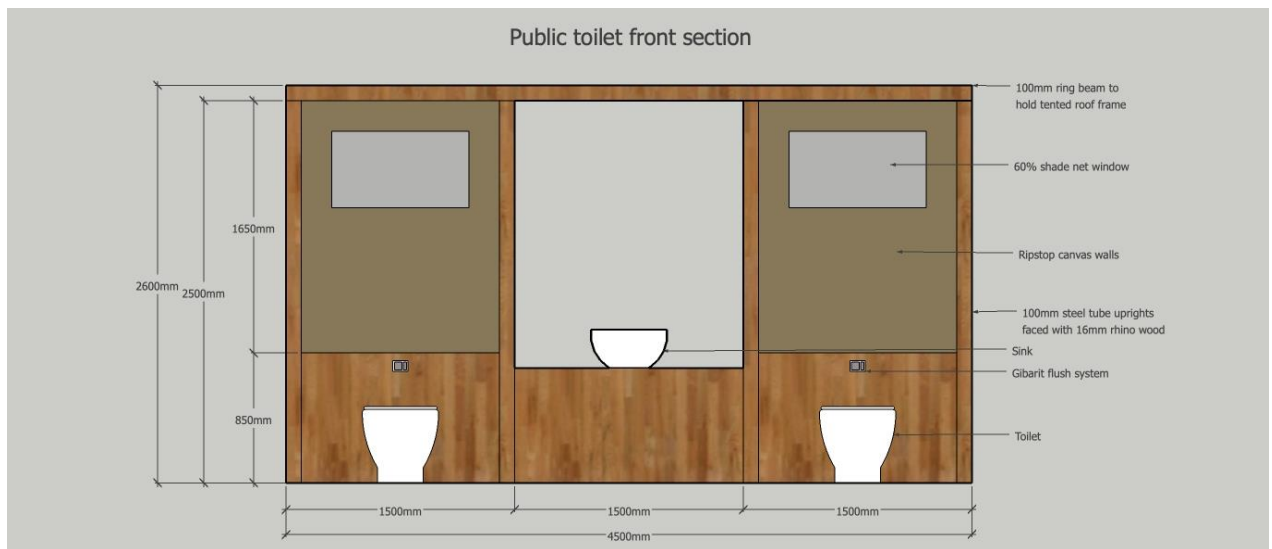
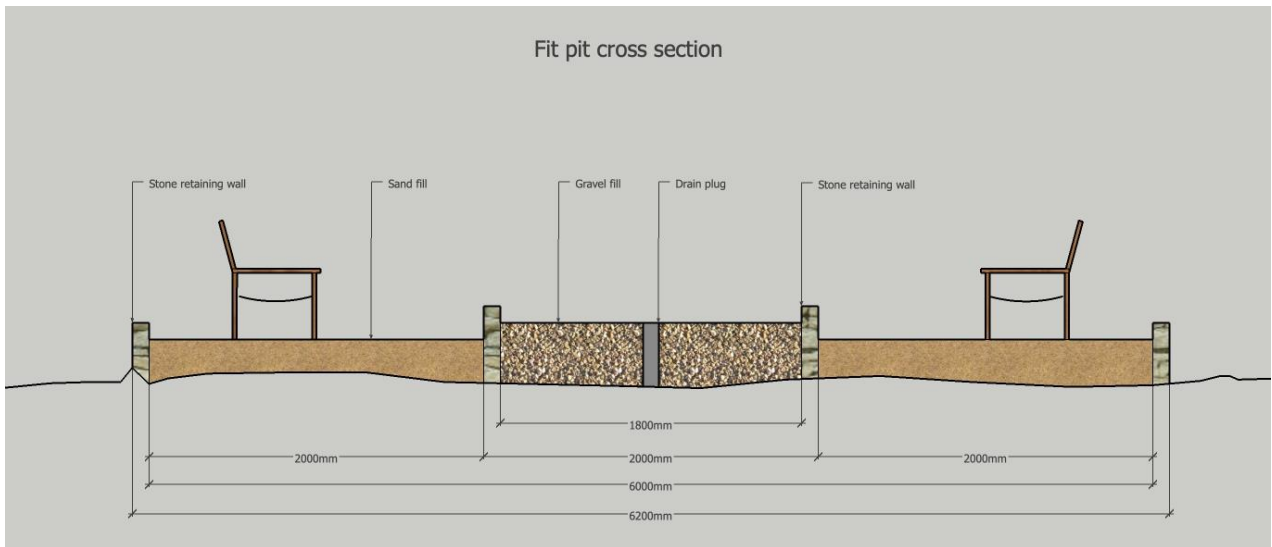
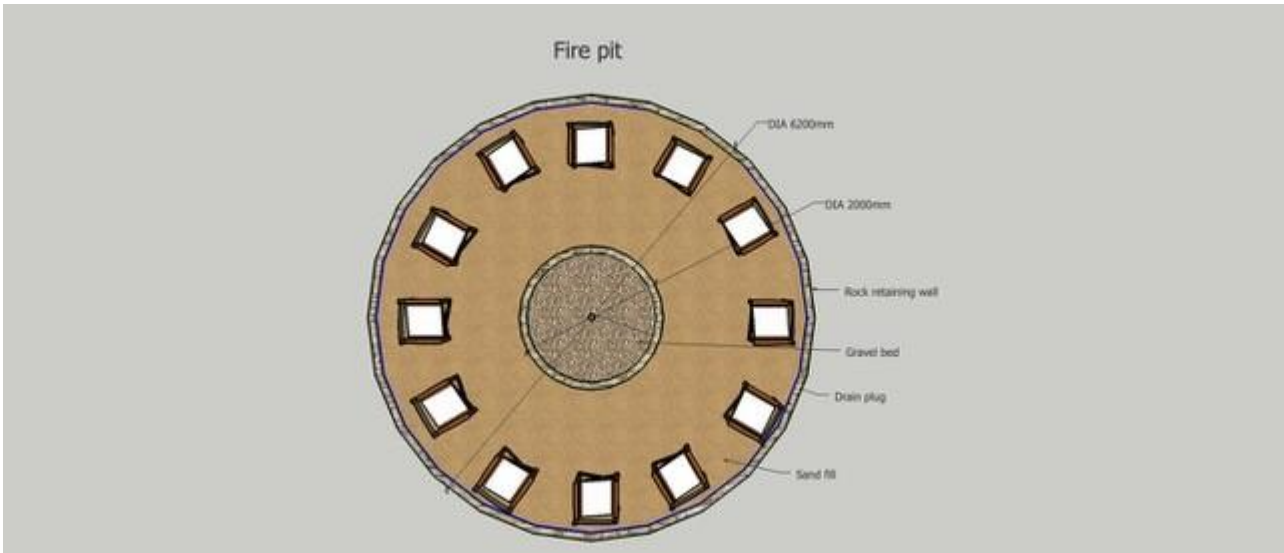
- 5x Ceramic Basins
- 3x Shower Cubicles
- 3x Toilet Cubicles
- 1x Central Drainage



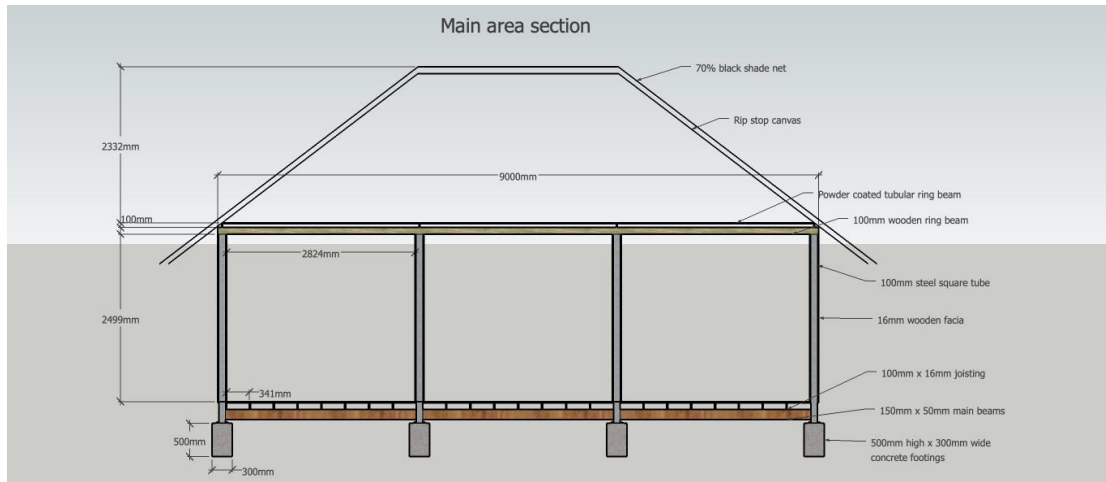
ALMAR
CONTAINER GROUP (PTY) LTD

3.5.9. Cross Sections





3.5.10.Lodge or Building Cross Section



Roadway Section Diagrams



3.6. List of Preparers and Consultants

1. Mawalla Advocates
2. Lloyd Jones Limited

3.7. Consultants and Coordinators

1. Mawalla Advocates

3.8. Bibliography